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**THE FACTORS IMPACTING ON WORK
MOTIVATION AND ORGANIZATIONAL
COMMITMENT OF CIVIL SERVANTS
IN MUNICIPAL GOVERNMENT**
A case in People's Committee District 3,
Ho Chi Minh City, Vietnam

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ABSTRACT

Nguyen Thi Nguyen: The factors impacting on work motivation and organizational commitment of civil servants in the municipal government. A case in People's Committee District 3, Ho Chi Minh City

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Employees are considered valuable assets of any organization. The staff determines the existence and progress of the organization. In the current context, the "brain drain" issue has been increasing and become an urgent commission that human resource managers concentrate on. Especially, public organizations such as in Vietnam are seen as lacking preconditions to retain and promote the efforts of civil servants. How to propel the workability of employees and how to commit them to the organization are always crucial tasks for human resource managers. Answering to these questions would enable organization to maintain and enhance its competitiveness. Basing on the practice of human resource management at the People's Committee of District 3, Ho Chi Minh City, the study has been conducted towards three main goals. The study will increase the understanding of the factors impacting work motivation and the organizational commitment of civil servants, whether there is or is not a positive relation between work motivation and organizational commitment, and in order to offer solutions for human resource managers to work with these issues. The quantitative research method was a main method applied to answer these three research questions. Data collected from 313 civil servants working in District 3 was tested for reliability and validity by Cronbach's Alpha and explore factor analysis (EFA). Confirm factor analysis (CFA) and structural equation model (SEM) were used to verify the appropriatedness of the proposed research model. The research results show that the work motivation of the civil servants in District 3 is influenced by four factors including serving the public good, relationships with leaders, relationships with colleagues, and promotion and career advancement. Another result found is that there is a positive relationship between work motivation and organizational commitment in the municipal government. This result is considered quite consistent with the context of Vietnam, in particular, in District 3. It can be a reference for human resource managers in formulating personnel strategies and plans for the unit. In addition, the study also discusses some implementation that the District 3 authority should focus on when developing human resource management policies.

Keywords: Municipal government, civil servant, work motivation, civil servant motivation, organizational commitment

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Chapter 1 Introduction

1.1 Background

This thesis is about the work motivation of civil servants in the municipal government. Specifically, it studies the factors affecting the motivation and organizational commitment of public servants in the municipal government. The thesis aims to enhance the organizational commitment of civil servants through studying work motivation. Indeed, work motivation plays a crucial role in impacting on performance and employee commitment to the organization positively (Kelvin, 2017). It is explained that work motivation promotes employees' efforts in performing tasks. In other words, employees with low work motivation can bring along low performance and high turnover. In addition, employees are the most valuable assets for any organization (Ritz & al., 2016). The personnel is a key factor in the existence and development of the organizations. Therefore, work motivation is one of the most important functions of human resource management (HRM) (Gupta & Subramanian, 2014).

The civil servants' work motivation has been attended for a long time, but it is still a complicated issue challenging human resource managers and researchers. For civil servants' work motivation in the public sector, previous studies show that their work motivation is connected to different factors. These factors also depend on the social situation and conditions of each locality as well as each country. It is argued that money and rewards are seen as factors influencing the work motivation of public employees strongly (Van & al, 2015). Meanwhile, some proposed that factors such as social recognition, respect, desire to serve society, workplace, leadership style, co-workers promote employees' efforts in public organizations (Nientied & Toska, 2019). In other words, the benefits of satisfying individual needs to promote the workability of civil servants. On the contrary, people commonly say that civil servants make an effort because they want to serve the public. The civil servants' motivation does not derive from personal benefits, it is the desire to help the public, to contribute to social development. The role is important for the success of the organization, for society and well-being (Kanfer, & al., 2017). Thus, human resource managers in local government should attend to motivate the employees as a strategy on boosting the public servant's commitment.

Along with work motivation, organizational commitment plays a crucial role in improving job performance. Organizational commitment is reflected in the employee's long-term commitment to the organization. It is also influenced by many different factors such as the satisfaction of work, working environment, leader's relationship. It can be seen that there are similarities in some of the

factors affecting both work motivation and organizational commitment. However, factors impacting on organizational commitment and work motivation are not completely the same. Instead, organizational commitment and motivation have a tight relation each together. When employees are motivated by their individual needs satisfied, they enhance commitment to their organization. In contrast, employees are able to quit the job if they are lack of work motivation. Therefore, there is a correlation between work motivation and organizational commitment.

Additionally, the role of work motivation to organizational commitment is also analyzed in the thesis. In other words, through understanding the main factors affecting the work motivation of civil servants at the People's Committee of District 3, the thesis aims to find out the possible relation between work motivation and organizational commitment. Al-Madi et al. (2017) argued that work motivation impacts on organizational commitment. Employees receiving value from the organization intend to stay the job because of responsibility and obligation to the organization (George & Sabapathy, 2011).

This thesis aims to make a contribution to tackling the challenges faced by the municipal government. Firstly, there is strong competition in the labor market in the world in recent years. The globalization and market economy have brought along challenges to the public sector in committing personnel (Piatak, 2017). As a result, the movement of the employees from the public sector to the private sector has become an increasing trend, in particular, among young and qualified workers. In other words, this is a situation referred to as “brain drain” which has been occurring frequently in the public sector. It can be explained that civil servants might achieve motivation to satisfy individual needs in the private sector such as salary, wards, workplace, instruments, leadership, and so on. This leads to losing value and competitiveness in the workforce to the government if a public servant’s commitment is low. Therefore, an urgent requirement is given to human resource managers in local government that there needs to be effective solutions and strategies to boost organizational commitment of employees.

Secondly, it is the limitation of the financial capacity of the local government. This limits the provision of salaries and bonuses to motivate civil servants on working (Kelvin, 2017). The situation also leads to a shortage of work facilities for civil servants. Old machines, for example, have affected the public servants’ ability at working. It can be seen that such work conditions will hinder the satisfaction of workers' needs in the working environment.

Thirdly, the perception of workers referring to serve the public has changed. Previously, many people believed that working in public organizations was a favorable condition for them to serve the community. Indeed, the public organization has a critical role in providing public goods and

services to the public. These goods and services contain special value because of their profit factors in the production and distribution process. Thus, the public sector was considered as the best environment to fulfill the desire of helping others. In recent years, the civil servants, who desire to serve the community, are aware that they can meet their goals and aspirations in other ways, not to commit to the public sector (Piatak, 2017). Indeed, workers can adopt many different activities to help the community.

Moreover, it's generally recognized that the municipal government consists of some problems in human resource management. First and foremost, incentive tools such as promotion, recognition of ability, leadership style, and so on have not concentrated sharply by the municipal government. Besides, the career system in the public sector does not promote efforts for civil servants. This is explained that the lifelong working regime brings along the sense of job security for civil servants while the others confront severe competition in the labor market (Van et al., 2015).

It is undeniable that work motivation plays a key role in fostering the organizational commitment of employees. This boosts the competitive advantage of organizations because people are the organization's most valuable asset. The human factor determines the existence and development of the organization during its operation. The organizational commitment of an employee can stem from affective factors, normative factors and costs lost when the civil servant leaves the job. Consequently, the question for human resource managers in local government is how to promote the motivation of civil servants. Then, what is the role of the civil servants' motivation to work commitment?

1.2 Problem statement

From the status of civil servant management in the municipal government, the thesis targets to provide the answer to the research questions: what factors affect the civil servants' motivation and organizational commitment in the municipal government, and whether there is or is not the relationship between work motivation and organizational commitment. A municipal government agency selected for the research is the People's Committee District 3 - one of 24 People's Committees at the district level in Ho Chi Minh City. Subsequently, the thesis aims to make a contribution to strengthening the civil servants' commitment, gathered as a human management problem in this area.

Vietnam is facing a challenge of the movement of civil servants from the public sector to the private sector. Some surveys suggest that civil servants lack work motivation in public

organizations. Many civil servants leave their jobs because of low compensation, heavy workload and increasing work pressure. Furthermore, the major of workers leaving are young and qualified civil servants. Although the government has attended to reform salary policy in order to ensure public employee's life, to promote training, to improve the commitment of public workers since 2001 (The Prime Minister of the Socialist Republic of Vietnam, 2001; Government of the Socialist Republic of Vietnam, 2011), the salary still cannot ensure public worker's life and cannot create motivation to improve the quality and efficiency of employees' work (Central Executive Committee XII, 2018).

Another argument responds to the question of why the thesis is conducted in Ho Chi Minh City, specifically the People's Committee District 3. It is contended that Ho Chi Minh City comprises more favorable conditions than other localities in promoting civil servants' work motivation. However, the local still confronts turnover or low work efforts of civil servants. Indeed, the central government has allowed Ho Chi Minh City a special mechanism to develop the City (National Assembly of the Socialist Republic of Vietnam, 2017). This helps the city become more flexible and active in local development strategies, including human resource management strategy. Accordingly, many incentive policies have been implemented by the city authority such as salary policy, civil servant evaluation policy, promotion policy, and so on. A highlighted advantage received the special mechanism of the city is salary policy for civil servants. In particular, the income of each civil servant in 2018 is increased by up to 0.6 times of the basic income of 2017. The income in 2019 will be further increased by up to 1.2 times of the basic income of 2017 and that of 2020 will increase by up to 1.8 times (City People's Council, 2018). However, in the practical context, civil servants are still exiting from municipal government continuously.

There are many reasons for the above situation. One of the possible reasons is that the work pressure is too heavy. In fact, Ho Chi Minh City, one of the largest cities in Vietnam with the highest economic growth rate in the country (People's Committee Ho Chi Minh City, 2018) and the largest population of nearly 9 million people has created huge responsibilities for civil servants. It shows that the trade-off of civil servants is not balanced. The civil servants are dissatisfied with the value received compared to the cost spent. This leads to an urgent requirement that there needs to be an understanding relating to the factors impacting on civil servants' work motivation. This would help the local government to propel organizational commitment of civil servants.

Failure to promote civil servants' work motivation results in the situation in which local governments will lose the labor value and commitment of their civil servants. This means that civil servants' turnover is likely to continue. This thesis is a study on what kinds of factors influence the

motivation of civil servants in People's Committee District 3 as well as producing an understanding of the influence of civil servants' work motivation to organizational commitment. The thesis intends to contribute an understanding of the practice so that human resource managers in District 3 would have solutions and policies on how to motivate and commit their employees.

1.3 Research objectives and research questions

The purpose of the study is to analyze the factors affecting the motivation and organizational commitment of civil servants in the municipal government. The thesis aims to consider the correlation between work motivation and the organizational commitment of civil servants using a case study conducted in People's Committee District 3, Ho Chi Minh City.

The main research question of the thesis is which factors affect on civil servants' work motivation in order to promote the organizational commitment of the civil servants in the municipal government? To tackle the main research question, the thesis concentrates on three subquestions in further detail:

1. Do factors including serving public good, relationship with leaders, relationship with colleagues, and promotion and career advancement affect civil servants' work motivation?
2. Is there an association between civil servants' work motivation and organizational commitment?
3. How to enhance work motivation and organizational commitment of civil servants?

1.4. Key concepts

The study focuses on a specific group of civil servants working in People's Committee District 3 in considering the factors that motivated their efforts in the municipal government. This section will briefly introduce the important concepts used in this thesis. The concepts will be specifically clarified in Chapter 2.

In the thesis, work motivation is defined as an employee's willingness to exert a high level of effort when doing their job to satisfy their individual needs as well as work performance (Buberwa, 2015). Motivation is a matter put in or done to motivate employees to work. It can be finance, material, or written congratulations, which aim to improve the work performance of employees. Employee's motivation can come from either intrinsic motivation or extrinsic motivation. Intrinsic

factors of motivation namely advancement and development, achievable opportunities, recognition, and responsibility come from individuals while extrinsic factors derive from external matters or received from an organization such as salary and wards, training, promotion, working environment, and so on (Smith, et al., 2012, p61; Buberwa, 2015). Interesting or challenging work is also considered one of the factors spurring employees to work. For civil servants, there is also a significant difference between workers working in the public sector and the private sector, which is the driving force for public service. Thus, the thesis also concentrates on the public service motivation of public servants in municipal government. Public service motivation is defined as a desire to help and devote to public benefits, and it does not stem from personal interests. Civil servants work in the public sector because they desire to devote to the production and delivery of essential goods and services to the public. This helps to increase the quality of people's lives as well as social development (Van et al., 2015).

Another important concept concentrated on the thesis is organizational commitment. The organizational commitment of the employees is the desire to remain a member working in the organization. It is one of the important factors determining civil servant behavior towards organizations (Meyer et al., 2002). Organizational commitment contributes to an organization's competitive advantage (Lok & Crawford, 2001). Some relevant concepts of the organizational commitment are going to be presented in Chapter 2.

Moreover, some other concepts need to be defined in the thesis. Firstly, the concept of civil servants, civil servants are the employees recruited and assigned to the position and title in the local government, on the payroll and salary payment from the state budget (National Assembly of the Socialist Republic of Vietnam, 2008). Next, the location chosen to conduct the thesis is District 3, Ho Chi Minh City, particularly People's Committee District 3. This institution is elected by the People's Council District 3 as the same level (People's Council consists of People's Council deputies elected by the local voters and it is the local power representative authority about), is the executing agency of the People's Councils and the local administrative agency. It has accountability to the local people, People's Councils, and superior administrative agencies (National Assembly of the Socialist Republic of Vietnam, 2015). Specifically, People's Committee District 3 is one of 24 District People's Committees of Ho Chi Minh City People's Committee. People's Committee District 3 makes up 12 specialized divisions, public non-business units, and 14 People's Committees at the ward level. In the thesis, samples are civil servants working in the People's Committee District 3. The thesis aims to confirm the factors affecting the motivation and commitment of civil servants to People's Committee District 3.

1.5 The research structure

The thesis consists of five chapters. Chapter 1 is a general introduction to the topic. It presents the background of work motivation as well as the organizational commitment of civil servants. Moreover, some statement problems related to work motivation and organizational commitment are mentioned. The chapter points out the research objectives and the research questions which need to be tackled. Finally, the major relevant concepts are defined.

Chapter 2 presents the literature review. This chapter describes specifically the concepts of work motivation and organizational commitment and related concepts. Additionally, it introduces crucial theories of work motivation and organizational commitment, which are the foundation of the thesis. The relation between organizational commitment and work motivation is also shown. Besides, the chapter contains a summary of some previous researches on the factors affecting work motivation and organizational commitment. Some empirical researches on organizational commitment and work motivation are also shown. The chapter ends with a presentation of five hypotheses and the research model.

Chapter 3 deals with the research data and methodology. This chapter illustrates the research design applied in the thesis and the process of data collection and analysis. In particular, it explains the type of data collected, measurement scale, a questionnaire, research location, sample size, and participants chosen. The ethical issues related to this research are also presented in the section.

Chapter 4 presents data analysis and discussion. This chapter will describe and analyze data to answer the research questions. The reliability and validity of data will be tested by Cronbach's Alpha and Explore Factor Analysis (EFA). The fit of the research model will be confirmed by Confirm Factor Analysis (CFA) and Structural Equation Model (SEM). The chapter is accomplished by a discussion of the research findings.

The conclusions are drawn in Chapter 5. It includes a summary of major contents during conducting the thesis. Moreover, it consists of solutions proposed to the local government. The research limitation and recommendation to future studies are also ordered in the chapter.

Chapter 2 Literary review

The chapter identifies the definition of work motivation and organizational commitment. A few relevant theories is also mentioned in the chapter. In addition, some factors affecting work motivation and organizational commitment found in previous researches are also presented here. Another content introduced is the empirical researches conducted in Vietnam. The final part proposes hypotheses and a research model.

2.1 Motivation

2.1.1 Definition of work motivation

Work motivation has become a topic that has attracted many researchers during the last time. However, the work motivation concept has not been consistent in the world. In general, work motivation is defined as a willingness to work of a certain employee with high effort within contributing to the organizational performance as well as to personal satisfaction. Motivation is a force that motivates the best employee's effort in what done by themselves (Safiullah, 2015). Herberge (1959) argued that employees motivated will aspire and attempt to their organization's purpose. Factors such as finance, material, written congratulation can promote the high morale of employees that increasing organizational performance (Buberwa, 2015). Work motivation can also be understood that it has the function to create the desire and willingness to work at the organization, at that time the workability is a level as the manager's want. According to Smith et al. (2012, p60), individuals are spurred by their desire to perform activities and achieve certain results. Work motivation derives from word of "motivate", which means that an individual performs activities such as movement, punishment, or persuade to satisfy their needs (Butkus & Green, 1999). According to Duta (2015), work motivation can structure the hypothesis used to show reasons why an individual is doing a certain activity. Understandably, the lack of employees' work motivation may not meet the organization's goals.

It can be seen that the organization wants to promote employees' motivation to enhance the performance of the organization while employees will work hardly to satisfy the individual needs. Therefore, human resource managers need to recognize and create balances between individual and organizational needs. Organizations need to concentrate on investing in human resources to achieve the organization's expected performance and profitability. Work motivation can be reviewed from

different aspects and classified into three distinct categories (Mullins & Christy, 2010). Firstly, work motivation comes from an individual tendency to seek economic benefits. Secondly, motivation roots from a personal perspective to satisfy internal needs based on the work itself and individual development. Thirdly, work motivation emphasizes the tendency of relationships, specifically social relations. The next section will present some theories related to work motivation.

2.1.2 Theories related to work motivation

The number of theories have been formulated on the topic of work motivation. Accordingly, many different factors impact employee motivation. Different theories will provide a framework that focuses on promoting the employee's work ability in the best way. These theories are divided into two basic groups including content theories and process theories (Mullins & Christy, 2010). While content theories aim to clarify work motivation factors, to consider the needs, strengths, goals of the individual, and to emphasize the nature of needs; the process theories drive to prove the relationship between variables motivating employees. These theories target understanding starting behavior, intend, and maintenance. They are interested in the process of motivation. Within the study scope, this thesis will not address each group of theories, only mention some basic theories namely two-factor theory of Herzberg (1959), expectancy theory of Vroom (1964), equity theory of Adams (1965), and goal theory of Locke (1968).

For Herzberg's two-factor theory (1959), he divided the factors affecting employees into two groups. The first group includes factors that promote the workability of civil servants. He called motivator factors including recognition, development, promotion, responsibilities, work itself, and achievements. These factors bring satisfaction and spur the employee's competence. The other group is the factors that lead to employee dissatisfaction. It is named the hygiene factors or dissatisfied factors. They include salary, company policies, relationships with supervisors, job security, and working conditions. These factors relate to the employee's dissatisfaction. Accordingly, there is a difference between factors bringing employee satisfaction and dissatisfaction to employees. In other words, eliminating factors causing employee's dissatisfaction is unlikely to boost their effectiveness and efficiency (Gawel, 1997). According to Smith (2012), the hygiene factors and the motivators pointed out by Herzberg have similarities with extrinsic and intrinsic motivation. While the hygiene factors seem to extrinsic motivation, the motivators are regarded as intrinsic motivation that belongs to the individual's feelings and perceptions. Herzberg's theory provides an understanding of two groups of workers' basic requirements. It is the basis for the organization to have a simultaneous solution for both aspects instead of focusing on only one.

For the expectancy theory of Vroom (1964), employee's work motivation not only comes from reality but also starts from the future desire of staff. Accordingly, Vroom believes that employees' efforts will bring about performance and this performance will create rewards for employees. The rewards can have positive or negative effects on employees. Employees will exert more force when the rewards are positive, whereas employees will be less motivated when the rewards are negative (Safiullah, 2015). Vroom focuses on three main concepts including expectancy, instrumentality, and valence. When workers are well aware of these three concepts, they will make the best effort to gain the desired goals and results. In other words, when employees set goals in the future, they will focus on the performance of their duties (Smith, 2012). This theory helps to explain why an individual decides to do or not do something. The expectation of results affects individual decisions and actions. As a result, individuals believe in the positive relationship between performance and effort. When individuals achieve high performance from the effort, they will achieve the rewards wanted. That may indicate that the effort is appropriate to achieve the desire (Robbins & Judge, 2013). Based on this theory, managers can apply to human resources management to achieve more effectively. Specifically, when managers drive employees' goals closely to organizational goals, they propel employees to achieve personal goals that are also contributing to the organization's goals.

Regarding to the equity theory of Adams (1965), he argued that organizational equity affects workers. Fairness is expressed in the comparison between what employees receive from the organization and the values they contribute to the organization. Besides, equity is compared to the proportion of the value of individuals received from the organization and the value of those performing similar tasks in the organization. In other words, employees are motivated to work when the rewards are distributed fairly between employees in the organization. When employees are treated fairly, they will try to work effectively. In contrast, workers will work stagnant if they feel a lack of fairness in the organization. Accordingly, the balance between effort and reward is what employees expect (Mullins & Christy, 2010). Besides, employees strive for equity between themselves and their colleagues. This theory can be useful for researches related to equity of leadership and equality in development opportunities, the assignment, evaluation, reward, and employee discipline. All this directly affects the efforts of employees.

In terms of the goal-setting theory of Locke (1968), employees form goals that will motivate their efforts. It is explained that there is a clear goal, employees will have the orientation and focus to accomplish that goal (Smith, 2012). According to Angle et al., (1981), between employees and organizations with a mutual exchange relationship, employees who gain value from the supplier

organization must also contribute to the organization. Therefore, determining personal goals follows organizational goals. Support from the organization is important in achieving individual goals and improving organizational performance. According to Mullins and Christy (2010), work motivation is an impulse for personal strength by what they try to achieve their needs. Objectives are factors that directly regulate human behavior. Each person possesses a different level of work motivation as well as the goal pursuit. This theory is also helpful for managers and employees in setting clear goals that lead them to both efforts. It is even more wonderful when personal goals are consistent with organizational goals.

In general, the theories above have become critical theoretical frameworks for work motivation studies during the past decades. They also are the crucial foundation that human managers have paid attention to improve the quality and performance of human management. In the thesis, some research hypotheses will be constructed from the theories. The next section is going to explain the factors affecting work motivation.

2.1.3 Factors affecting work motivation

Financial and non-financial motivation

Basing on different aspects, previous researchers have divided work motivation into different groups. Robbins (2010) argues that employee motivation is divided into two categories, including financial and non-financial motivation. Accordingly, there are no comprehensive motivating factors for each individual in their works. In other words, employees who work in the same organization or different organizations can be motivated by different possible factors. For instance, financial incentives such as compensation, salaries, and rewards can motivate these employees while others are motivated by non-financial factors such as respect, management leadership relationship, career development.

There is still much controversy that financial motivations or non-financial motivations are driving the efforts of employees more. According to Akerele (1991), money is a very important factor to promote employee motivation in comparison with all factors. It is explained that financial motivation is more attractive to employees than non-financial incentives.

Intrinsic and extrinsic motivation

Another approach towards work motivation is the employees' motivation divided into two categories namely intrinsic motivation and extrinsic motivation (Deci & Ryan, 2000).

Intrinsic motivation roots from the benefits of itself activities or enjoyment of the employee perform. Inherent satisfaction of the activities motivates employees to perform rather than subsequent results such as rewards. Indeed, some employees make an effort to activities because their activities are interesting or challenge themselves. Thus, the motivation for performing activities are not generated by external pressure or desire for achieving rewards. Huang (2015) suggested that job performance is influenced by intrinsic motivation rather than extrinsic motivation. In addition, intrinsic motivation can support an increase in extrinsic motivation, but the opposite is not the case.

Extrinsic motivation derives from instrumental benefits such as achieving rewards and job promotion that motivating employees to bind to certain activities (Huang, 2015). According to Mullins and Christy (2010), extrinsic motivation relates to physical rewards namely salary, allowances, working environment, and so on. Extrinsic motivation is referred to get certain goals defined by individuals. Thus, a certain outcome achieved is the extrinsic motivation of employees. In other words, extrinsic motivation is spurred by external factors to satisfy certain external needs. The extrinsic motivation has three forms of external regulation - showing the employee performs certain actions because of receiving rewards or avoiding punishment, introjected regulation – acting because of personal internal pressures such as shame, and identified regulation - an action done because of self-determination (Amabile et al., 1994).

In general, factors of extrinsic motivation may include elements of financial and non-financial motivation while intrinsic motivational factors are completely unrelated to determinants of financial motivation but may involve factors of non-financial motivation. This is the result of work motivation affected by many different factors.

Public sector motivation and public service motivation

Many researchers have proposed a classification of the civil servants' motivation in the public sector. According to Ritz et. (2016, p7), “employee’s motivation in the public sector is a function of the degree to which an organization shares the individual’s values or provides opportunities for the employee to satisfy these values”. The work motivation of employees in the public sector is divided into public sector motivation and public service motivation.

Public sector motivation refers to what is closely related to the specific work situation and working conditions in public organizations. According to Druskienė and Šarkiūnaitė (2018), civil servants are motivated and satisfied on the basis of salary, morality, political factors, normative and emotional encouragement, in which money is the most common factor affecting employees' work

motivation. Hence, civil servants are also influenced by factors of work motivation. Extrinsic motivation and public sector dynamics are related together. They derive from the desire to gain instrumental benefits and satisfy the individual needs of employees.

For the definition of public service motivation, public benefits brought to society is the motivation driving public employees' force to carry social activities. In other words, the motivation serves the public interest, desire to help others, and contribute to society. It can be seen that the public service motivation and intrinsic motivation are tightly related. Both types of motivations do not stem from the goal satisfying any specific outcome needs following the action.

2.2 Organizational commitment

Organizational commitment is a critical issue for human resource management. Organizational commitment contributes to improve organizational performance and increase competitive advantage for the organization. This is explained because human resources are considered the most valuable asset of the organization. Therefore, human resource managers should have a careful consideration of the relevant issues of effective organizational commitment management. From the desire to clarify the role of civil servants' motivation for an organizational commitment by considering the factors affecting employees' work motivation, this thesis will first clarify some concepts related to organizational commitment.

2.2.1 Definition of organizational commitment

Organizational commitment is concerned by many researchers around the world and has given many different definitions. Allen & Meyer (1990) generalized that commitment has a relationship to turnover; employees are least able to quit their job when they are strongly committed to the organization. Organizational commitment is the desire for employees' working maintenance in the organization. Meyer et al. (2002) argued that employee behavior are determined through employee organizational commitment. Organizational commitment is the most important factor in finding an individual to a certain organization (Meyer & Allen, 1991). Therefore, there is a strong relationship between organizational commitment and behavior and the performance of workers.

Organizational commitment is considered as an output of many variables related to the organization's activities (Foote et al., 2005). It is created by individual variables and the work environment variables that can predict the outcome of participation in the organization (Mathieu & Zajac, 1990). Formation of an organizational commitment demonstrates the power of a strong

personal relationship and the involvement of that individual in the organization (Mowday et al., 1982). The close relationship between employees and organizations comes from organizational commitment (Meyer et al., 1997) which helps organizations achieve success (Mowday et al., 1982).

In addition, the aspects of organizational commitment are distinct (Mayer & David, 1998). "Value commitment" and "remain commitment" are two sides that show the difference in organizational commitment (Angel & Perry, 1981). In the study conducted by Mowday et al. (1979), they stated that the positive interaction relationship between attitudes and behavior is the source of organizational commitment instead of the mind of the commitment based on the attitude or based on individual behavior. This debate was supported by another study of Mowday et al (1982), particularly the organizational commitment expressed consistently in both the behavior and attitudes aspects.

According to Allen and Meyer (1990; 1991), there is no consistency in definition and measurement for organizational commitment. In general, previous researches admit that organizational commitment has a close relationship with employee's turnover. In particular, the employees owning organizational commitment with high level are less able to quit the organization. Meyer and Allen (1991, 1997) stated that the commitment comprises three components namely affective commitment, continuance commitment, and normative commitment. The three components refer to three psychological states of individuals. Workers with high affective commitment still stay the organization because of their want; those with high continuance commitment because of their need; and those with high normative commitment because of their obligation. They are distinguished from each other in a psychological state. The organizational commitment is explained that a distinct psychological state binds the individual to the organization. The organizational commitment contributes to limiting the employee's turnover in the organization. In addition, organizational commitment is classified to include three determinants. The first factor is a strong desire to continue working for the organization of the individual. The second factor is trust and acceptance of agency values and goals. The final factor is the willingness to work hard to achieve the organization's goals (Armstrong, 2006).

Alvesson (2000) argued that personnel is the most important factor in the organization's resources. Therefore, human resource managers need to find solutions to increase employee's loyalty to the organization that is evaluated the same method to increase the organizational commitment of employees. There are various tools and means to accomplish this function. For example, high compensation and other merits such as training, promotion opportunity, and work

feature seem like ways to promote employee's loyalty. This strengthens the organizational commitment of the employees.

The increase of organizational commitment will be motivated by a change in the positive behavior of employees that is created from managing human resources effectively (Singh, 2018). In order to enhance organizational commitment of the employees, Singh (2018) proposed that managers should concentrate on equity in evaluation (based on performance), compensation (based on work performance), leadership, and communication. Before finding factors affecting organizational commitment in more detail, the theories on organizational commitment are presented in the next section.

2.2.2 Theories on organizational commitment

Meyer and Allen's theory about organizational commitment

As mentioned above, organizational commitment is seen as a psychological state which binds the individual with the organization (Meyer, 1997). Organizational commitment contains three components, namely affective commitment, continuance commitment, and normative commitment (Meyer & Allen, 1991 & 1997). Based on the characteristics of each component, Thắng (2015) assesses that there are distinction in the level of organizational commitment in each employee who can contain three components in expressing the organizational commitment.

For affective commitment, it is a characteristic psychological state of the relationship between organization and workers. Allen and Meyer (1990) argued that affective commitment is an expression of the desire to continue working at an organization within an employee sympathizing and devoting all of the minds to organization and enjoyment as a member of the organization. It refers to an individual's attachment to the organization based on emotional and affective factors that help the individual determining whether to participate voluntarily in the organization. Mullins and Christy (2010), Meyer and Allen (1991), and Fu et al. (2014) state that affective commitment is a core component of organizational commitment. This is explained that the rest of the components can be affected by affective commitment. Aspects such as the organization's values, culture, and goals are trusted by employees basing on affective commitment. In general, affective commitment is described quite specifically by Allen and Meyer (1990; 1991). Allen and Meyer (1990, p2) stated that affective commitment is considered as “an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in the organization”.

For the continuance of the commitment, workers will not leave the organization when they know the values lost (Allen & Meyer, 1990). In addition, cost created by leaving the organization is an expression of continuance commitment (Meyer & Herscovitch, 2001). It is explained that workers consider the values contributed to the organization during their work, the benefits deserved from the organization, and the costs lost by leaving the organization. Organizational commitment stems from the perception of individual investment to the organization and the losses resulted from external employment opportunities (Allen & Meyer, 1990). "Workers' side-bets" include values owned by employees such as "time, effort, or money". The values contribute to the organization. When the workers leave the organization, these values are also lost (Meyer & Allen, 1984). These values are gradually increased over time that employees commit with the organizations. This leads to increase employee's commitment to the organization (Mathieu & Zajac, 1990).

For normative commitment, Allen and Meyer (1990, 1991) debate that workers want to work in the organization because of their belief and responsibilities to the organization. Employees recognize that organizational commitment is what they should do. They feel right or moral when committing to work at the organization. The attitude of "moral responsibility" and "merit-based obligation" motivates employees' thinking about what they should work at the organization (Meyer & Parfyonova, 2010). This demonstrates that the emphasis on employee loyalty and affective commitment will lead to a high normative commitment for employees.

Work motivation has a close relationship in promoting organizational commitment. Both work motivation and organizational commitment reflect the attitude and behavior aspects of employees towards the organization because of a certain purpose.

Cohen's theory about organizational commitment

In addition to the organizational commitment understood with the above three elements, the organizational commitment is also considered and measured by two dimensions proposed by Cohen's theory. In theory, Cohen (2007, p336) argued that "instrumental in nature and affective" are two dimensions of organizational commitment. According to Cohen, the organizational commitment is divided into two types, which are commitment propensity formed before working at the organization and the commitment belonging to attitudes after becoming an employee of the organization. Accordingly, commitment propensity includes two forms. The first form is the commitment propensity derived from the desire to receive the benefits and rewards through the exchange between workers and organizations. In other words, employees expect compensation, benefits, and remuneration received from the organization. The rest form is normative commitment

coming from moral responsibility and loyalty for the organization. This type roots cultural experience and socialization as well as is stable attitude.

Regarding to the commitment formed after working in the organization, it is rooted in two main characteristics, instrumental and affective. Instrumental commitment relates to the understanding of the quality of the exchange between employees' contributions to the organization and the outcomes received from the organization (such as rewards and salaries). This is tangible exchange. Meanwhile, affective commitment is based on the employee's feeling relationship to the organization in which employees rely on identification, personal emotion and relationships that belong to the organization. This is a form of commitment basing on psychological contract. As a results, it generates deep psychological bond of the employees to the organization.

These above theories have found on a number of studies relating organizational commitment in past decades. The next section is concentrating some factors impacting on organizational commitment.

2.2.3. Factors affecting organization commitment

Previous researches have shown that many characteristics affect the maintenance and promotion of organizational commitment. Employee's and organizational characteristics create organizational commitment. According to Mathieu and Zajac (1990), the individual characteristics of workers, job characteristics, leadership relationships, and tasks impact on organizational commitment. According to Meyer et.al (2002), the foundation of organizational commitment is employees' characteristics including "demographic variables", "differences between individuals", "experience work and investments". Many studies have supposed that employee's factors such as age, gender, marital status (Chughtai & Zafar, 2006), job characteristics, positions, and personal investment in the organization (Becker, 1960) have an interactive relationship with increasing organizational commitment. Therefore, Yahaya and Ebrahim (2016, p203) have summarized that factors namely "age, gender, marital status, education level, working time and leadership style" have affected the organizational commitment.

In addition, the work satisfaction proposed by many authors has a tight relationship with organizational commitment. Job satisfaction is assessed as a characteristic sign of the determination of organizational commitment (Lok & Crawford, 2001). Leadership style also plays an crucial role in organizational commitment. Accordingly, the employee's behavior is affected by leadership behavior including "engagement, participation, and loyalty", specifically in terms of the

organizational commitment in the long term (Mowday et.al, 1982). Another factor that positively affects the organizational commitment of employees is the work environment (Schwepker, 2001).

Thus, organizational commitment is influenced by a variety of factors, including work interest, organization, leadership relationships, and so on. To understand the role of work motivation for organizations, a basic understanding of the relationship between work motivation and organizational commitment is needed. The next section will provide some issues related to the relationship.

2.3 Relationship between work motivation and organizational commitment

Kelvin (2017) argues that work motivation and organizational commitment of employees are interrelated and depended on employees' behavior and attitudes. His research also shows that financial and non-financial factors do not motivate employees in the local government where his research was conducted. Specifically, many factors such as low wages, lack of career advancement opportunities, lack of training programs, working environment, communication restrictions, unfair treatment, and political intervention have not been satisfying to the workers in here.

The relationship between work motivation and organizational commitment is also indicated by Ngowi (2015) and Buberwa (2015). They argue that low work motivation not only affects work performance but also increases turnover in the public sector. Ritz et.al (2016) stated that work motivation is crucial to the provision of public services through a organizational commitment. Indeed, goods and public services depend on the human factor. Public employees with their capabilities, knowledge, and skills are pivotal elements in the production and supply of public services. Public employees' activities directly impact the performance of the organization. Both organizational commitment and work motivation are the results of employee psychological state and behavior towards the organization and its activities.

From the researches of work motivation and organizational commitment, the instrumental and affective determinants play a role in both work motivation and organizational commitment. Hence, human resource management is aimed at strengthening the civil servants' motivation and the commitment. According to Rubell et al. (2017), organizational commitment management is one of the responsibility of human resource management. Organizational commitment is influenced by factors such as managers' actions, behavior and personnel management processes. These factors are also factors affecting employees' work motivation. For instance, organizational communication,

empowerment, career advancement and career development impact the employees' commitment as well as employees' efforts (Rubell et al., 2017).

Additionally, both work motivation and organizational commitment are influenced by the same wage factor. The salary factor supposed by many researchers has a positive impact on promoting work motivation and increasing organizational commitment. Druskiene and Šarkiūnaitė (2018) proved that money is considered the most common factor among many factors affecting employees' work motivation. The study "who wants to work in the government?" conducted by Lewis and Frank (2002) emphasizes that along with job security, money is the most powerful factor to attract people to work in America. Therefore, high wages are also a strong factor that spurring desire of people to work in the public sector.

Moreover, career planning influences employees' work motivation and organizational commitment. In the study of Abdulkadir (2012), it is shown that three factors namely "performance evaluation, career planning, and employee participation" impact on employee commitment to the organization. Therefore, the organization should have a careful consideration of these factors to support implementation efficiency. Career planning drives the attempt of employees at work (Abdulkadir, 2012). This means that employees' work motivation can be achieved when the employees understand which conditions and standards are targeted for their promotion and advancement. Career planning also impacts on the employee's organizational commitment.

Almutawa et.al, (2016) stated that motivation is one of the three components impacting organizational commitment positively through the AMO (ability, motivation, and opportunity) model. Accordingly, the human resource is an important factor in creating competitive advantage among organizations in the current context. Given that employees will show a low level of organizational commitment when they are not propelled to show their capabilities.

Based on the literary review, it can be suggested that work motivation and organizational commitment have a close relationship with each other. There are similarities in some important factors affecting both of these elements. Moreover, regardless of being instrumental or affective in nature, work motivation has a direct influence on the organizational commitment.

2.4 Empirical research on work motivation in Vietnam

In Vietnam, work motivation has attracted the concern of many researchers in both the public and private sectors. Vietnamese researchers acknowledge the important role of human resource in

the organization. The researchers have not only proved the factors affecting work motivation but also proposed some solutions to improve in the context of Vietnam. This section will introduce some outstanding researches on employees' work motivation conducted in Vietnam in recent years.

Relating to the researches on work motivation in the private sector, there was a study conducted by Gupta and Subramanian in 2014. The study focused on the work motivation of employees working at a construction consultancy company. The study collected and analyzed data of 135 employees for the five factors expected to impact the employee's efforts. These include workload and responsibility distribution, job flexibility, training and development programs, salaries, and reward systems. The data analysis showed three main factors affecting employees' motivation including training, workloads, and salary.

In addition to factors pointed out by Gupta and Subramanian (2014), there are some determinants found by Thuy and Nhung (2018). They conducted a study on the factors affecting the motivation of employees working at enterprises in Ho Chi Minh City. There were 330 employees joining the study. The study based on a ten-factor model of Hersey and Blanchard (1946) and Kovach (1987) and a 14-factor model of Re'em (2010). Thuy and Nhung (2018) argued that seven factors are affecting the employee's motivation in enterprises. The relationship with leaders impacts the strongest on work motivation, followed by the recognition and the promotion in that order. The salary and the interesting job came next respectively, and the working conditions and job responsibilities stand at the lowest levels.

For the public sector, some researches have conducted in further detail. First, the study on the "Employee motivation scale" carried out by Dung and Vy (2011). They were collected data from 445 civil servants working in Ho Chi Minh City to test four variables of their research model. The four variables consist of appropriate work, reasonable remuneration policies, a good relationship at work, and organizational reputation. The research's results are that the research dimension is supported. Among four factors, the remuneration policies are proved to impact the strongest on the civil servants.

Similarly, findings in the Linh's study (2019) also demonstrated that work nature, income and benefits, career development opportunities, relationship with colleagues, and relationship with leaders propel work abilities of civil servants in the People's Committee of Thua Thien Hue province. Furthermore, based on Herzberg's theory, Linh (2019) stated that working conditions is one of the three most powerful factors inclining civil servant to make an effort.

However, there is a little different from the above findings proposed by Suong (2017). When the remuneration policies are the most factor to the civil servant, the research results of Suong (2017) could not conclude whether money is or is not influential to public employees. Additionally, data collected from 215 civil servants to examine the six proposed factors affecting motivation in Suong's study results that there are five suitable factors. Promotion factor affects the strongest in compare to the recognition in the lowest position, the rest are the nature of work, direct leadership, and environment.

Besides, a five-level need model is suggested to apply in Vietnam by Loc and Nghi (2014) in the study "Developing a theoretical framework on work in the public sector in Vietnam". This study used Maslow's theory and Nevis Chinese's theory about the hierarchy of needs to examine their hypotheses. Accordingly, the researchers considered that the model of needs arranged by Nevis is more appropriate in Vietnam than that of Maslow. Therefore, the study suggested that the hierarchy of needs model, in particular, belonging (social) - Physiological - Safety and Security - Self-esteem - Self-actualization" should be applied in Vietnam.

Furthermore, the topic of factors affecting the motivation of civil servants is also carried out by a number of students in Master's degree programs. Specifically, Nguyen (2016) made a thesis with the topic "The satisfaction of civil servants working in the tax department in Binh Chanh District, Ho Chi Minh City". The thesis points out that development opportunities impact the strongest on the civil servant's motivation. Moreover, job characteristics and leaders are two influential factors with lower levels, followed by compensation and colleagues. Meanwhile, Tri's thesis (2016) found six factors affecting the work motivation of public sector employees in Ho Chi Minh City. His results differed from Maslow's theory. Tri (2016) points out seven factors instead of five needs in Maslow's theory. They are "self-actualization in the organization, self-actualization in the job, self-esteem needs, job stabilization, safety, social needs, and physiological needs". The study emphasizes that self-actualization in an organization is the most influential factor in public employees' motivation.

Most of these studies show that salary, development opportunities, job characteristics, and relationships with leaders are major factors motivating employees. These factors are consistent with the work motivation theories shown above. Along with that, other factors such as recognition, working conditions, self-actualization, relationship with colleagues, and security and safety in work are also proven by the researches. Generally, factors related to the individual's merits have mentioned by many studies in Vietnam, meanwhile, public service motivation and effort for public and social benefit is seemingly intended less in the Vietnam context.

In addition, the studies about the topic of work motivation in Vietnam have seldom considered the relationship between work motivation and organizational commitment. For the researches in the public sector, another matter is that the studies on work motivation in Vietnam have targeted employees in general. In other words, participants have been civil servants working in all fields of the public sector, including People's Councils, government agencies, business units-public, and so on. The studies have not separated civil servants working at People's Committees where the working conditions and policies to the public agencies in general differ.

2.5 Proposed hypotheses

In the context of increasing competition in the labor market, human factors are becoming important for any organization. To boost competitiveness, organizations need to further their employee's force. Therefore, enhancing work motivation is attended by human resource managers in organizations. In addition to improving performance, it also enforces employee's commitment. Indeed, when employees satisfy the needs of the organization, they will be aware of the effort and commitment to the organization. It includes the satisfaction of both material factors, monetary factors, emotional factors, and psychological factors. For instance, good salaries and advancement opportunities can help individuals devoting and endeavoring to their organization. Besides, the desire to help others and the recognition of ability also bring employees satisfaction, which leads to efforts and commitment to the organization.

During the past decades, the work motivation of employees has always been one of the interesting topics that attracted many researchers and managers. However, work motivation in the public sector still has many issues that have not been covered. Thus, this thesis aims to understand the work motivation of civil servants in the municipal government. Although many factors proposed force work motivation of civil servants in studies on the world, the thesis concentrates to build up and test four hypotheses predicted driving work motivation and one hypothesis regarding to relation between work motivation and organization of civil servants working at the municipal government, particularly People's Committee District 3, Ho Chi Minh City, Vietnam.

First and foremost, the serving public good, a form of intrinsic motivation, is considered as one of the factors creating a difference in employees working in the public and private sectors. The public service motivation derives from the desire to contribute to the community (Bakker, 2015). In other words, it comes from job nature or interest in the job. It is argued that public service motivation plays a role in promoting the efforts of employees in public organizations. This

contributes to improving organizational performance. The thesis will find out whether or not the serving public good impacts on the work motivation of civil servants in the municipal government.

Hypothesis 1. Serving public good positively affects civil servants in the municipal government.

Moreover, previous researches have revealed that salaries and wages, the forms of extrinsic motivation, are often seen factors impacting strongly on employee motivation (Alvesson, 2000; Druskienė and Šarkiūnaitė, 2018). However, it is a fact that the Vietnamese civil servants receive salaries from the state budget according to the rank system, which is considered to be quite low compared to the average income in the private sector. Specifically, a new employee with bachelor's degree working a public agency will receive a salary coefficient of 2.34 and 0.25 of the public allowance per month. The coefficient will be increased by 0.33 every 3 years if the civil servant is evaluated at the level of job completion in each year. The basic salary level in Vietnam values 1,390,000 Vietnam dong/coefficient. It is obvious that the income level of the civil servants is quite low, especially the employees working at Ho Chi Minh City, a special city with a high living standard. Therefore, the researcher will not choose salary as a factor impacting on the public employees' work motivation. Instead, derived from the cultural characteristics, civil servants are assigned with high status in society. It is explained that civil servants are respected by society, especially for civil servants who hold leadership positions. Therefore, when recruited into state agencies, civil servants make an effort to complete the best tasks. They generate trust and recognition from leaders. In other words, career advancement, as one form of intrinsic motivation, promotes the ability of public servants (Ayesha, 2015). Ristic et al. (2017) stated that promotion is the second most influential factor after salary factor on motivation of employees in Serbian in which happening a transforming process of the post-socialist transformation.

Hypothesis 2. Promotion and career advancement positively impacts the work motivation of civil servants in the municipal government.

Furthermore, a factor predicted is a relationship with leaders that is able to spur the workability of civil servants. In practice, leaders frequently affect on activities of employees related to the job. Indeed, all employees' activities are directly linked to the leaders. Thus, support, fair assessment, and recognition and respect of leaders for employees play an important role. The leaders influence the individual's psychological characteristics and behavior. It is explained that encouragement and support from leaders help employees acting positively and responsibly to their tasks. In contrast, unfair treatment and assessment, lack of leadership capacity can affect negatively on employees.

Hypothesis 3. Relationship with leaders positively impacts the work motivation of civil servants in the municipal government.

Along with the relationship with leaders, the relationship with colleagues is also one of the factors that greatly affect the employee's force in the organization. In fact, support from colleagues helps civil servants doing their assigned tasks well. Besides, friendly and trustworthy colleagues also contribute to creating a comfortable atmosphere in the organization that brings along positive feelings for employees.

Hypothesis 4. Relationship with colleagues positively impacts the work motivation of civil servants in the municipal government.

For the relationship between work motivation and organizational commitment, there is a belief that the relationship could exist in the municipal government in Vietnam. Several studies around the world indicate that affective commitment and normative commitment are affected by work motivation (Gagne et al., 2008). Altindis (2011) supposed that intrinsic motivation impacts stronger affective commitment and normative commitment than continuance commitment while extrinsic motivation has the strongest impact on normative commitment. In other words, employees tend to be more materialistic with a stronger commitment to responsibility than affective commitment in the workplace. Ahluwalia and Preet (2019) support the view that a positive relationship exists between extrinsic motivation and continuance commitment. Specifically, employees who are motivated by money factors often considerate lost costs if they want to leave the organization. Thus, studies have shown that organizational commitment has positively been impacted by work motivation (Al-Madi et al., 2017).

Hypothesis 5. Work motivation positively impacts on organizational commitment of civil servants in the municipal government.

To sum up, from the above arguments, a research model is proposed in the thesis including five hypotheses. In particular, the study will test for four independent variables (servicing public good, promotion and career advancement, relationship with leaders, and relationship with colleagues), an intermediate variable (work motivation), and a dependent variable (organizational commitment). The research model is proposed as follows:

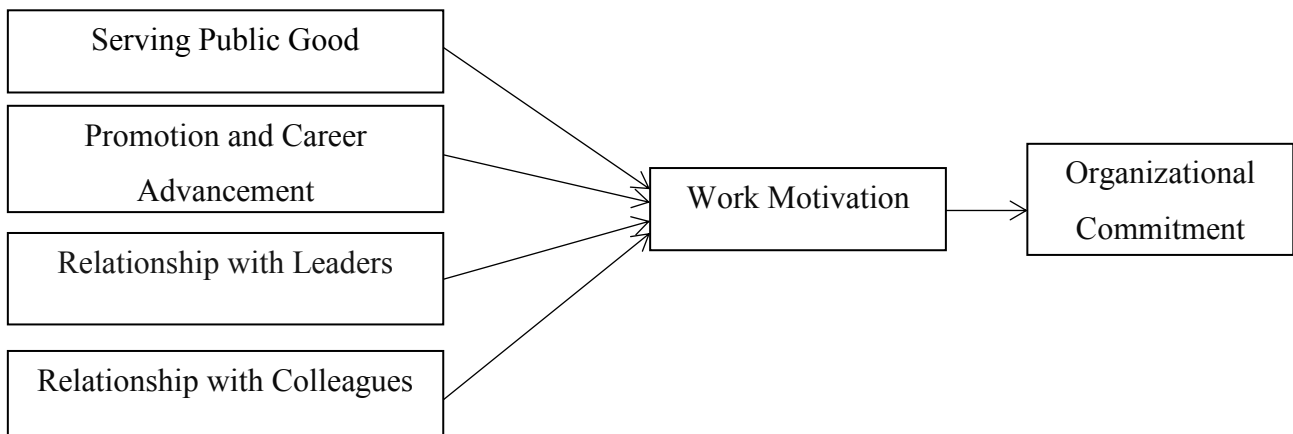


Figure 1. The research model

2.6 Summary

In general, the chapter focused on the specific definitions of work motivation and organizational commitment. Along with that, some theories of work motivation were presented. Accordingly, work motivation is divided into financial motivation and non-financial motivation, intrinsic and extrinsic motivation, and public sector motivation and public service motivation. The theories generalize the groups of factors that influence employees' efforts, which form the basis for this study to select suitable factors for testing in the Vietnamese context, in particular, People's Committee of District 3, Ho Chi Minh City, Vietnam. In addition, to understand the impact of work motivation on organizational commitment, the chapter also presented the basic theories of organizational commitment including Meyer and Allen's theory and Cohen's theory. They provide a foundation of understanding of civil servants' commitment in affective, normative, and continuance perspectives. Furthermore, the results of previous studies on the relationship between organizational commitment and work motivation were summarized. Finally, the thesis proposed five hypotheses that are tested to determine which factors affecting the civil servant's motivation in the People's Committee District 3, and furthermore to the relationship between work motivation and organizational commitment. The next chapter describes the research data and methodology.

Chapter 3 Research data and methodology

The chapter will clarify the research design applied in the thesis. Also, it will introduce how to collect data to answer the research questions in Chapter 1.

3.1 Research design

The selection of a suitable research method is very important because of leading to the results of the study (Perry, 1998). The study was conducted throughout two main steps, namely preliminary research, and formal research. The quantitative research is the main method used to collect data. The preliminary study consisted of preliminary qualitative research and preliminary quantitative research. The purpose of the preliminary research is to adjust, add or eliminate the scales used to measure proposed concepts. In this step, an English questionnaire was built based on the previous literature and then translated into a Vietnamese questionnaire. The questionnaire had 39 statements to measure six research hypotheses. Firstly, preliminary qualitative research was conducted by interviewing few experts working human resource sector (lecturers at the University in Ho Chi Minh City) and some civil servants working at People's Committee District 3 to assess and comment on the questionnaire. Secondly, preliminary quantitative research was also conducted to measure the reliability of the scale after the questionnaire was adjusted. 40 civil servants working at People's Committee District 3 participated via answering the questionnaire on Google Form by the internet.

The formal study was conducted by the quantitative research method. The purpose is to test the appropriateness of the hypotheses proposed in Chapter 2. After amending, the questionnaire consists of 33 statements that were used to collect data. The collected data was tested Cronbach's Alpha and Explore factor analysis EFA by Statistical Package for the Social Sciences - IBM SPSS Statistics 20. The next, the IBM AMOS Graphics software was used to analyze the confirm factor analysis (CFA) and run the structural equation modeling (SEM) to test the model fit and assess the hypotheses proposed.

3.2 Collection of data

3.2.1 Type of data

Primary data is collected in order to answer the research questions. Primary data can reflect more honestly and fully in the practical issues of the locality studied. This is explained that the differences in the characteristics of each locality and employee will bring different data.

3.2.2 Measurement scales

To measure the work motivation of civil servants at District 3 People's Committee, the thesis used four independent variables (serving public good, promotion and career advancement, relationship with leaders, and relationship with colleagues), a dependent variable (organizational commitment), and an intermediate variable (work motivation).

All items used a five-point Likert scale to measure work motivation from 1 (entirely disagree) to 5 (entirely agree). The research scale was applied from previous literature and researches and then adjusted appropriately in Vietnam.

- Servicing public good was measured by five items from Perry (1996) who presented a 24-item measurement of public service motivation (PSM). This can be explained that some previous researches suggested the utility of short PSM's measurement (Vandenabeele 2008; Alonso and Lewis 2001). Moreover, Wright and Pandey (2008) stated that unidimensional and multidimensional measures are likely to perform all well with a scale of different settings. Therefore, the study applied an unidimensional measurement of PSM including the five items from the 24-item scale of Perry (1996): one item (PSM30) on "the public interest" of PSM, three items (PSM4, PSM10, and PSM40) on "compassion" of PSM, which explain the sympathy and desire to join in public activities and to create merits for the community, and one item (PSM27) on "attraction to policy making" with a hope to bring useful policies to the communality.
- Promotion and Career Advancement was measured by five items adjusted from Thuy and Nhung (2018) consisting of opportunities to improve skills, experience, permanent training, promotion opportunity for competent employees, and fair and transparent promotion policy.
- The relationship with leaders was measured by six items adjusted from Thuy and Nhung (2018).
- The relationship with colleagues was measured by five items from Phuc and Linh (2019).
- Work motivation was measured by six items from Wright (2004).
- Organizational commitment was measured by six items by Ahluwalia and Preet (2019)

Table 1. Research variables and indicator

Variable	Items	Statements	Sources
Serving Public Good (PSM)	PSM1	Meaningful public service is very important to me.	Perry (1996)
	PSM2	The give and take of public policy making appeals to me.	
	PSM3	I wholeheartedly support many public programs.	
	PSM4	I contain my feelings when I see people in distress.	
	PSM5	I think about the welfare of people whom I don't know personally.	
Promotion and Career Advancement (PCA)	PCA1	The agency facilitates to me to improve skills.	Thuy and Nhung (2018)
	PCA2	I can accumulate experience while working at the agency	
	PCA3	Employees are trained permanently	
	PCA4	The agency creates promotion opportunities for employees having competence and contribution	
	PCA5	Promotion policy is fair and transparent	
Relationship with Leaders (LR)	LR1	Leaders and employees has mutual respect	
	LR2	Leaders are friendly and gentle with staff	
	LR3	Leaders support and guide staff in timely to complete the work	
	LR4	Leaders assign fairly and reasonably tasks	
	LR5	Leaders have fairness and equality in assessing, rewarding and criticizing staff	
	LR6	Qualified and capable leaders create a trust for employees in management and operation.	
Relationship with Colleagues (CR)	CR1	Colleagues are friendly and gentle	Phuc and Linh (2019)
	CR2	Colleagues are responsible and reliable	
	CR3	Colleagues support and help each other at work	
	CR4	Colleagues willing to share work experience	
	CR5	Colleagues encourage me to try at work	
Work	EM1	I put forth my best effort to get my job done	Wright (2004)

motivation (EM)		regardless of the difficulties	
	EM2	I am willing to start work early or stay late to finish a job.	
	EM3	It has been hard for me to get very involved in my current job®	
	EM4	I probably do not work as hard as others who do the same type of work®	
	EM5	I do extra work for my job that isn't really expected of me ®	
	EM6	Time seems to drag while I am on the job ®	
Organizational commitment (OC)	OC1	I would be very happy to spend the rest of my career with this organization.	Ahluwalia and Preet (2019)
	OC2	I really feel as if this organization's problems are my own	
	OC3	I do not feel a strong sense of "belonging" to my organization ®	
	OC4	I do not feel "emotionally attached" to this organization ®	
	OC5	I do not feel like "part of the family" at my organization ®	
	OC6	This organization has a great deal of personal meaning for me.	

3.2.3 Questionnaire design

A questionnaire designed on the Google Form assisted to collect data conveniently. The questionnaire includes two main parts. The first part contained the general questions aiming to collect the basic information of the participants such as gender, age, working time, position, and qualification. The rest concerned with collecting information to test the hypotheses.

The questionnaire was built in English. After completing the design, it was translated into Vietnamese to match the language of the respondents. In the process of translating from English to Vietnamese, the researcher consulted with a few professional colleagues to assess the consistency of the content of the questionnaire.

3.2.4 Choosing research location

The thesis was conducted at People's Committee District 3, Ho Chi Minh City, Vietnam for several reasons. First of all, this is a place where the researcher has worked for more than 8 years. It is a positive condition for the researcher to understand the specific characteristics and circumstances

that can support to reflect the problems of the agency. Moreover, the People's Committee District 3 is a particular municipal government at the district level. District 3 is one of the central districts of Ho Chi Minh City, so it contains the representative characteristics of a municipal local government in Ho Chi Minh City.

3.2.5 Sample size

Samples were chosen throughout the non-probability convenience method. Samples are civil servants working at the People's Committee District 3, Ho Chi Minh City, Vietnam. The data was collected in July 2019. As presented in section 3.2.2, the proposed research model consists of six variables with 33 items. According to Hair et.al (2009), the minimal sample size in research is from 4 to 5 times the number of items and at least 100 samples to ensure statistical significance. Additionally, basing on results desired from the data, the sample number is determined for a study correspondingly. In other words, the study requires a greater sample size with more complex and diverse studies. The thesis has six variables and includes an intermediate variable. Therefore, the sample size was defined with 320 samples. However, there were 7 samples eliminated when processing data. Consequently, 313 samples ($n=313$) were used in the stage of analysis data.

3.2.6 Choosing participants

The participants are civil servants working in the People's Committee District 3. In other words, the participants work at 12 pre divisions, 14 People's Committees at ward level, and some under agencies of the People's Committee District 3. Respondents included both leaders, officials, and staff.

3.2.7 Data collection

The online survey was chosen to collect data even though there are other methods such as experimentation and secondary data (Polonsky & Waller, 2018). The online survey was considered quite favorable in the context of the development of technology these days. This method helped to save time in sending and collecting questionnaires, as well as synthesizing data quickly and accurately.

The researcher contacted each civil servant to suggest their support. The contact was made directly or via telephone or social networks. When the officials agreed to participate, a link of the questionnaire was sent via email or social network like Zalo, Facebook, and Viber to the respondents. After the participants completed the questionnaires, the researcher checked the answers on Google Form, summarized and analyzed the data by the software.

3.3 Data analysis

The participants' answers were aggregated on Google Form, then analyzed by mathematical method. There are many types of software used to analyze quantitative data (Polonsky & Waller, 2018), the thesis used SPSS.20 (*Statistical Package for the Social Sciences*) and Amos 20 (*Analysis of MOment Structures*) to process the data.

First, the reliability and validity of the data were tested by SPSS throughout Cronbach's Alpha and the results of exploratory factor analysis (EFA). The inappropriate items were eliminated in this step. In the next step, confirmatory factor analysis (CFA) and structural equation modeling (SEM) was tested by Amos to estimate the fit model. This increased the value of the model. The results of CFA showed that CMIN / DF did not exceed 3 with p higher value 5%, Tucker–Lewis index (TLI) and Comparative Fix Index (CFI) were larger than 0.9, and Root Mean Square Errors of Approximation (RMSEA) was lower than 5%. The measurement scale was evaluated reliability basing on composite reliability (CR). Additionally, items were estimated the convergent validity and correlation basing on extracted variance (AVE) that identified the discriminated validity. Finally, the research model proposed was tested by structural equation modeling (SEM) which evaluated the path coefficients for each hypothesized relationship in the proposed model.

3.4 Ethical issues

Accurate data is crucial to test hypotheses as well as to provide useful findings. Therefore, respondents were provided basic and important information about the research topic such as research purposes, the utility of research results, research nature, and so on. Moreover, as the participants are Vietnamese, the process of translating the questionnaire from English to Vietnamese was made cautiously, which ensured the consistency of the questionnaire content. The questions are clear and understandable for participants to answer.

Using the quantitative research method contains both the advantages and disadvantages of the researcher. In the thesis, the data was provided completely by the participants. In addition, the results created from the data were ensured a true reflection.

Furthermore, the questionnaire relates to sensitive issues such as the relationship with colleagues, relationship with leaders, and promotion and career advancement. To participants being comfortable and secure, personal information such as participant's name and agency's name was not contained in the questionnaire. The questionnaire also included a commitment that the

respondent's answers would be protected confidentially. Additionally, the data was only served for the thesis, not for any other purposes.

3.5 Summary

In general, this chapter has described specific content related to research data and methods. The quantitative research method with an online survey was selected to collect primary data and answer the research questions. 313 participants were selected from leaders and staff working at People's Committee District 3. After collecting and synthesizing, the data were processed by SPSS 20 and Amos 20 software. The software is suitable to check the research model's fit. This chapter also presented some main contents for the application of Amos software in data analysis and ended with a discussion on some ethical issues in the research.

Chapter 4 Data analysis

4.1 Descriptive statistics

4.1.1 Sample description

There were 313 participants with 159 males (50.8%) and 154 females (49.2%) providing acceptable answers (Figure 2). Four age groups showed in Figure 4.3 consist of an under 31 group (37 people with 11.8%), a group from 31 to 40 (164 people with 52.4%), a group from 41 to 50 (93 people with 29.7%), and an above 50 group (19 people with 6.1%).

Figure 2. Gender

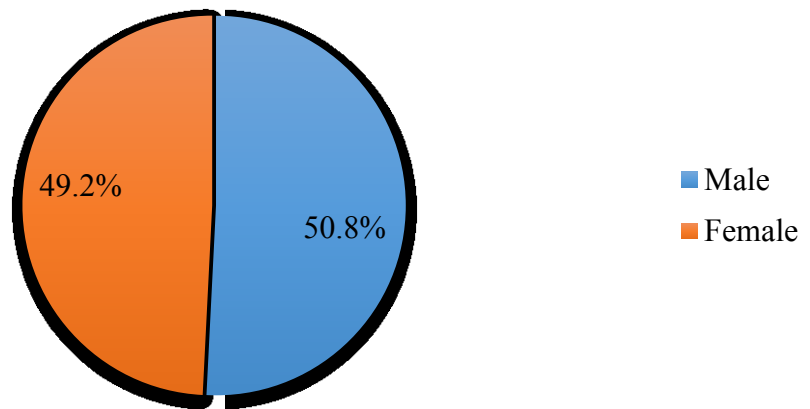
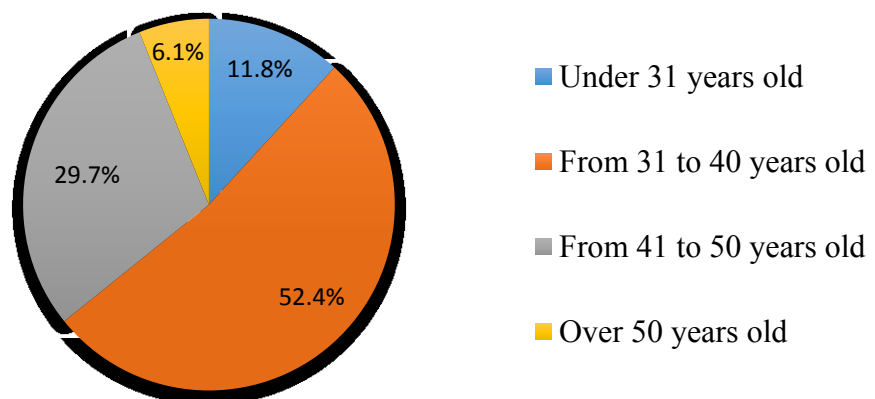
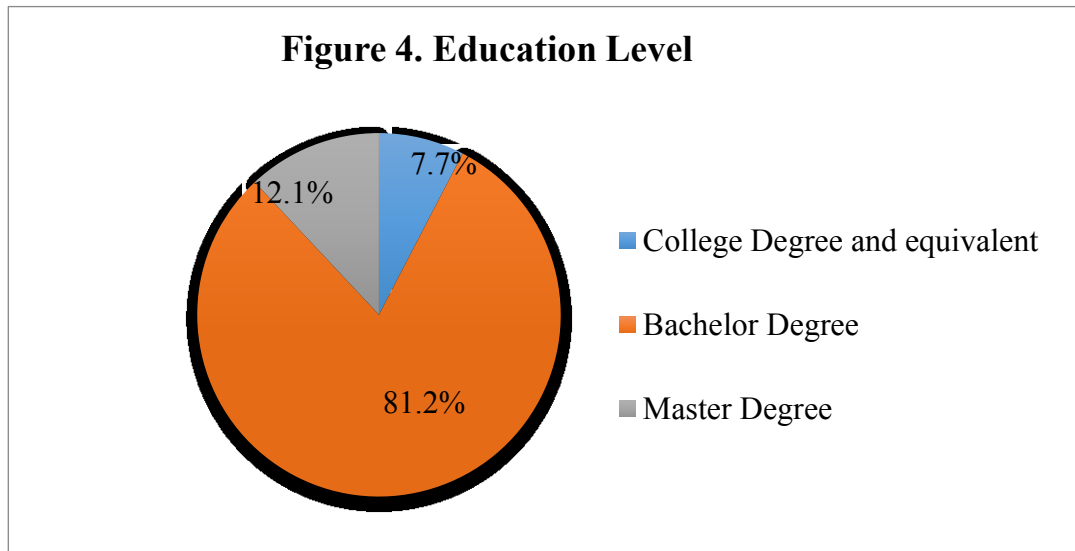


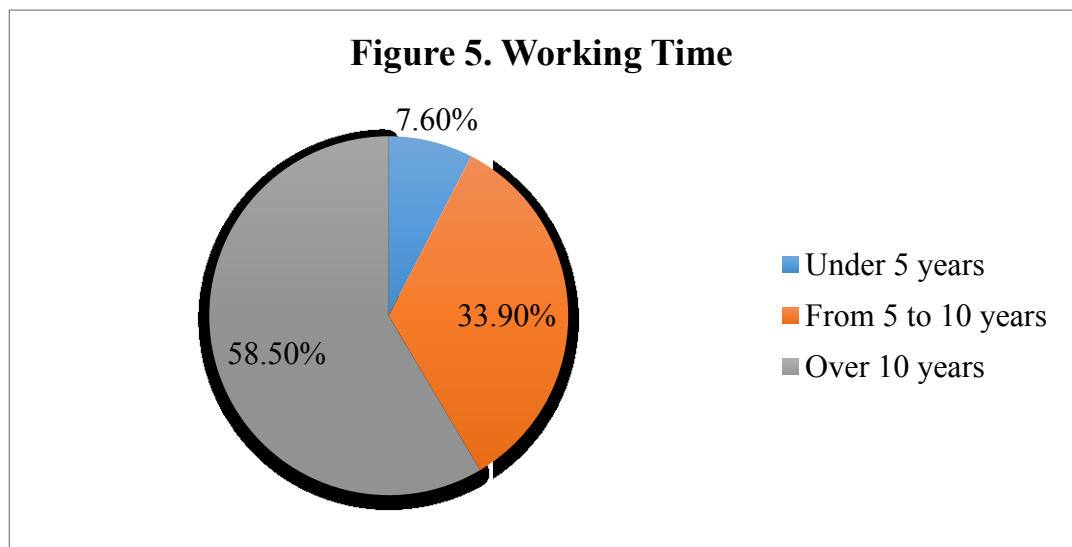
Figure 3. Age



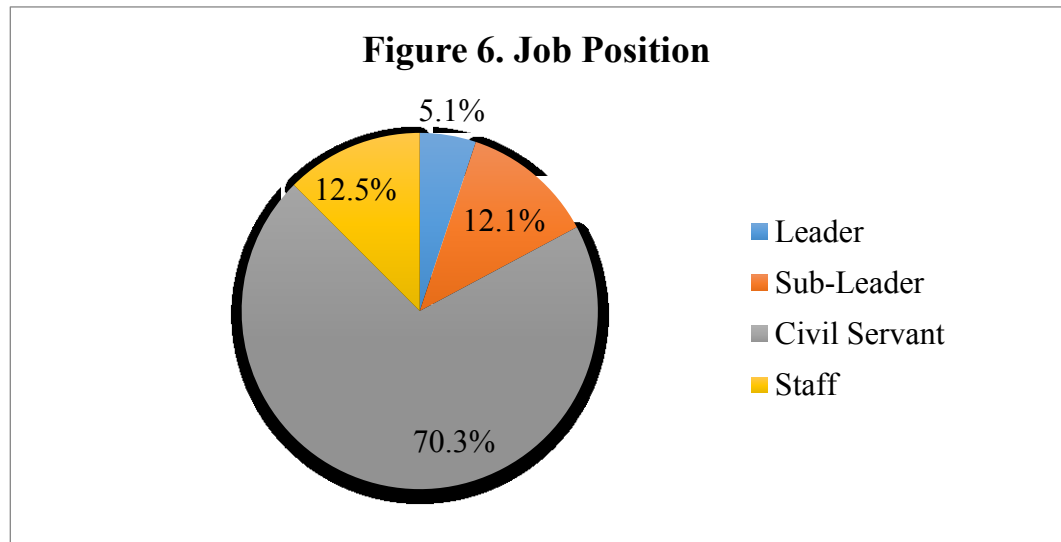
All respondents have a professional qualification from college and higher. In particular, 38 respondents have Master's Degree with 12.1%, 251 respondents have Bachelor's Degree accounting for 81.2%, and 24 respondents own College Degree and equivalent with 7.7% (Figure 4).



Regarding working time, the number of participants working under 5 years is 24 people with 7.6%. 106 participants have worked from 5 years to 10 years with 33.9%. 183 participants are working for over 10 years with 58.8% (Figure 5).



In terms of job position, four groups responded to the questionnaire. The civil servant's group took the lead with 220 participants (70.3%), followed by the staff's group with 39 participants (12.5%). The sub-leaders group came next with 38 participants (12.1%), and the leader's group came bottom with 16 participants (5.1%) (Figure 6).



4.1.2 Descriptive analysis

Table 2 shows the descriptive statistics of the statements for each concept. Particularly, Serving public good (PSM) is measured by five items (PSM1, PSM2, PSM3, PSM4, and PSM5). Promotion and career advancement (PCA) consists of five items (PCA1, PCA2, PCA3, PCA4, and PCA5). The relationship with the leader (LR) contains six items (LR1, LR2, LR3, LR4, LR5, and LR6). Relationship with colleagues (CR) is measured by five items (CR1, CR2, CR3, CR4, and CR5). For work motivation (EM), there are six items (EM1, EM2, EM3, EM4, EM5, and EM6). Among these items, EM3, EM4, EM5, and EM6 contain the reverse meaning so that they were reversed into EM3A, EM4A, EM5A, and EM6A respectively. Similarly, organizational commitment (OC) is measured by six items (OC1, OC2, OC3, OC4, OC5, and OC6); and OC3, OC4, and OC5 were reversed in order OC3A, OC4A, and OC5A.

The thesis using the interval scale is a five-point Likert scale. Mean is calculated by the formula that $\text{Mean} = (x_1 + x_2 + x_3 + \dots + x_n) / n$, with $n=313$. The mean in Table 2 shows the average value of each item. It can be observed that the mean value of all items is 4.21 and higher. This explained that participants agreed to all statements supposed in the questionnaire.

Standard deviation is a measure of spread. It shows the level of the spread of a dataset. If a dataset has a small standard deviation, this proves that the elements of the dataset look in general terms with high similarity, whereas the elements have a large and scattered spread area. In other words, the average distance from a point to the mean of the dataset is the standard deviation.

Table 2. Descriptive statistic

Variable	Items	Statements	Mean	Std. Devi
Serving Public Good (PSM)	PSM1	Meaningful public service is very important to me.	4.53	.679
	PSM2	The give and take of public policy making appeals to me.	4.48	.712
	PSM3	I wholeheartedly support many public programs.	4.50	.675
	PSM4	I contain my feelings when I see people in distress.	4.54	.559
	PSM5	I think about the welfare of people whom I don't know personally.	4.59	.604
Promotion and Career Advancement (PCA)	PCA1	The agency facilitates to me to improve skills.	4.34	.500
	PCA2	I can accumulate experience while working at the agency	4.39	.501
	PCA3	Employees are trained permanently	4.44	.522
	PCA4	The agency creates promotion opportunities for employees having competence and contribution	4.41	.523
	PCA5	Promotion policy is fair and transparent	4.53	.531
Relationship with Leaders (LR)	LR1	Leaders and employees has mutual respect	4.79	.429
	LR2	Leaders are friendly and gentle with staff	4.69	.580
	LR3	Leaders support and guide staff in timely to complete works	4.73	.497
	LR4	Leaders assign fairly and reasonably tasks	4.79	.476
	LR5	Leaders have fairness and equality in assessing, rewarding and criticizing staff	4.81	.462
	LR6	Qualified and capable leaders create a trust for employees in management and operation.	4.75	.513
Relationship with Colleagues (CR)	CR1	Colleagues are friendly and gentle	4.55	.706
	CR2	Colleagues are responsible and reliable	4.56	.673
	CR3	Colleagues support and help each other at work	4.56	.639
	CR4	Colleagues willing to share work experience	4.56	.628
	CR5	Colleagues encourage me to try at work	4.53	.689
Work motivation (EM)	EM1	I put forth my best effort to get my job done regardless of the difficulties	4.58	.539
	EM2	I am willing to start work early or stay late to finish a job.	4.68	.514
	EM3 (EM3A)	It has been hard for me to get very involved in my current job®	4.58	.625

	EM4 (EM4A)	I probably do not work as hard as others who do the same type of work®	4.61	.502
	EM5 (EM5A)	I do extra work for my job that isn't really expected of me ®	4.50	.513
	EM6 (EM6A)	Time seems to drag while I am on the job ®	4.68	.567
Organizational commitment (OC)	OC1	I would be very happy to spend the rest of my career with this organization.	4.56	.628
	OC2	I really feel as if this organization's problems are my own	4.59	.659
	OC3 (OC3A)	I do not feel a strong sense of "belonging" to my organization ®	4.59	.650
	OC4 (OC4A)	I do not feel "emotionally attached" to this organization ®	4.21	.566
	OC5 (OC5A)	I do not feel like "part of the family" at my organization ®	4.59	.598
	OC6	This organization has a great deal of personal meaning for me.	4.54	.669

4.2 Reliability and validity testing

4.2.1 Reliability test

The reliability of the survey data was tested using Cronbach's Alpha. Cronbach's Alpha is used to test the reliability of a set of observed variables to a factor proposed, for instance, "servicing public good" or "promotion and career advancement". Cronbach's Alpha of a certain factor presents a level in which observed variables measure a factor, meanwhile, it also points out that the observed variables describe features of that factor. This index proves the reliability of a scale but does not measure an observed variable's reliability (Tho, 2014, p355). Cronbach's Alpha varies from 0 to 1. The high coefficient demonstrates a high scale's reliability. However, the coefficient is higher 0.95, there are not any differences between observed variables. This phenomenon is called a duplication of the scale (Tho, 2014, p364). The scale is considered high reliability when getting two standards. (1) Cronbach's Alpha is above 0.6 and (2) corrected item-total correlation of each observed variable is 0.3 and higher (Nunnally and Burnstein, 1994).

In the thesis, six concepts including serving the public good, promotion and career advancement, relationship with leaders, relationship with colleagues, work motivation, and organizational commitment are tested reliability by Cronbach's Alpha. The reliability results are at

good levels (>0.7) for all factors (Table 3). However, when eliminating the OC3A item of organizational commitment's factor, Cronbach's Alpha of organizational commitment's factor increased from 0.858 to 0.888. Therefore, the OC3A variable was eliminated in further analyses. To sum up, the reliability of the measurement assumed is acceptable.

Table 3. Cronbach's Alpha's factors (n=313)		
Variables	Items	Cronbach's Alpha
PSM	PSM1, PSM2, PSM3, PSM4, PSM5	0.935
PCA	PCA1, PCA2, PCA3, PCA4, PCA5	0.760
LR	LR1, LR2, LR3, LR4, LR5, LR6	0.889
CR	CR1, CR2, CR3, CR4, CR5, CR6	0.944
EM	EM1, EM2, EM3A, EM4A, EM5A, EM6A	0.919
OC	OC1, OC2, OC4A, OC5A, OC6	0.888

4.2.2 Validity test

This section describes the test of measurement validity including convergent validity and discriminant validity. Convergent validity points out the convergence of observed variables in a factor, meanwhile, discriminant validity describes observed variables converging on a factor and distinguishing to other factors. Explore factor analysis (EFA) considers the correlation of all observed variables in all different factors. It helps to determine observed variables loaded to some factors or wrongly arranged in certain factors at the beginning stage. EFA's purpose is to establish the measurement validity.

A measurement has validity when satisfying the following standards. Firstly, the coefficient of KMO (Kaiser-Mayer-Olkin) is from 0.5 to 1. The coefficient evaluates a fit of factor analysis (Trọng & Ngọc, 2008, p31). Secondly, Bartlett's Test of sphericity has statistic significance (sig. <0.05) (Trọng & Ngọc, 2008, p30). The test considers the correlation of observed variables in a factor. In other words, observed variables in a factor have together correlation when there is statistic significance (sig. <0.05). This explains that observed variables converge into a factor. Thirdly, the total variance explained is higher than 50% (Gerbing & Anderson, 1988). The value demonstrates the percentage of observed variables condensed into the factors. And fourthly, the factor loading is above 0.5. The value indicates the correlation between observed variables and factors. The higher value implies that the correlation is stronger (Hair et al., 1998, p111).

The results of EFA in the thesis prove that the measurement built up in the thesis has variability. In particular, KMO measure (0.918) > 0.5 shows that factor analysis is adequate and Bartlett's test has statistical significance (Sig. = 0.00). This means that observed variables (excepting OC3A observed variable) are correlated with each other in a factor (Table 4).

Table 4. KMO measure and Significant		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.918
Bartlett's Test of Sphericity	Approx. Chi-Square	7645.408
	df	496
	Sig.	.000

The research model was extracted into six factors correlating to six concepts proposed. (3) Table 5 presents that the percentage of variance (64.512) is higher than 50%. This means that when 64.512% the change of the elements is explained by the observed variables, in particular, servicing public good, promotion and career advancement, relationship with leaders, and relationship with colleagues. In Table 6, all items (except OC3A) are converged in six components. Furthermore, (4) observed variables' value in Table 6 is higher than 0.5. This means that there is a correlation between observed variables and factors. The above results explained suitability for the hypotheses.

Table 5. Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	11.825	36.954	36.954	11.382	35.570	35.570	7.489
2	2.815	8.798	45.752	2.464	7.700	43.270	7.951
3	2.665	8.328	54.080	1.955	6.110	49.379	7.964
4	2.077	6.490	60.570	2.056	6.425	55.804	6.511
5	1.796	5.613	66.183	1.428	4.463	60.267	7.438
6	1.580	4.937	71.120	1.358	4.244	64.512	4.797
7	.870	2.719	73.838				
8	.715	2.234	76.073				
9	.697	2.178	78.251				
10	.615	1.923	80.174				
11	.594	1.856	82.029				
12	.520	1.623	83.653				
13	.504	1.574	85.226				

14	.483	1.509	86.736				
15	.425	1.329	88.065				
16	.402	1.257	89.322				
17	.359	1.121	90.443				
18	.347	1.085	91.528				
19	.325	1.015	92.543				
20	.303	.947	93.490				
21	.263	.823	94.313				
22	.246	.769	95.082				
23	.227	.710	95.792				
24	.213	.664	96.456				
25	.190	.594	97.050				
26	.180	.563	97.613				
27	.161	.504	98.117				
28	.153	.478	98.596				
29	.127	.398	98.994				
30	.121	.377	99.371				
31	.112	.351	99.722				
32	.089	.278	100.000				

Table 6. Pattern Matrix^a

	Factor					
	1	2	3	4	5	6
EM1	.926					
EM4A	.880					
EM2	.855					
EM3A	.832					
EM5A	.751					
EM6A	.543					
CR3		.978				
CR4		.914				
CR2		.887				
CR5		.828				
CR1		.760				
PSM4			.917			
PSM1			.849			
PSM3			.849			
PSM2			.846			
PSM5			.838			
LR4				.855		
LR5				.824		
LR3				.794		

LR1				.778		
LR2				.717		
LR6				.616		
OC4A					1.008	
OC5A					.868	
OC2					.603	
OC1					.599	
OC6					.589	
PCA1						.663
PCA3						.659
PCA4						.600
PCA5						.599
PCA2						.590

4.3 The results of confirm factor analysis (CFA)

The confirm factor analysis (CFA) was applied in order to test the measurement model of concepts in the thesis. This helps to ensure the criteria of the measurement model and the good scale. A research model is considered appropriate when satisfying the following criteria: (1) Chi-square adjusts to the degrees of freedom ($CMIN/df \leq 3$); (2) Comparative Fit Index (CFI), Tucker and Lewis Index (TLI), and (GFI) ≥ 0.9 (Bentler & Bonett, 1980); (3) Root Mean Square Error Approximation (RMSEA) ≤ 0.05 (Steiger, 1990). According to Tho and Trang (2008), the research model is fit when it gets the value of TLI, $CFI \geq 0.9$, $CMIN/DF \leq 2$, $RMSEA \leq 0.08$.

After modification of the model by correlating errors of observed variables together, the results of CFA show that the model fit. The current result is presented in Figure 7 with Chi-square = 727.734; $df = 441$; $Cmin/df = 1,65 < 3$; $RMSEA = 0,046 < 0,08$; $RMR = 0,016 < 0,05$; $CFI = 0,961 > 0,9$; $TLI = 0,957 > 0,9$. The results met the criteria of model fit (Awang, 2015). However, p-value has not get expected value ($p\text{-value} = 0,000 < 0,05$). This can be explained that the index depends on the size of samples as it is sensitive to sample size. Consequently, the index is difficult to meet. Besides, although the value of $GFI = 0,873 < 0,9$, it can be accepted because of the small defference.

The results of terms of reliability namely convergence and discriminant are presented in Table 7. The composite reliability of $C.R > 0.7$, the model has good reliability (Fornell & Larcker, 1981). The coefficient of variance extracted $AVE > 0.4$, the convergent validity of the construct is still adequate because composite reliability is higher than 0.6 (Fornell & Larcker, 1981). The

coefficient of variance extracted $AVE > MSV$ and the square root value of the variance extract are greater than the correlation between the two concepts, the model has good discriminant (Awang, 2015; Tho & Trang, 2011).

Table 7. The reliability analysis, convergent and discriminant values

	CR	AVE	MSV	MaxR(H)	OC	EM	CR	PSM	LR	PCA
OC	0.879	0.593	0.381	0.882	0.770					
EM	0.909	0.629	0.378	0.940	0.615	0.793				
CR	0.946	0.777	0.371	0.950	0.561	0.475	0.882			
PSM	0.932	0.735	0.381	0.944	0.617	0.503	0.609	0.857		
LR	0.888	0.569	0.231	0.893	0.390	0.481	0.466	0.417	0.7544	
PCA	0.742	0.368	0.250	0.755	0.500	0.418	0.333	0.414	0.347	0.6069

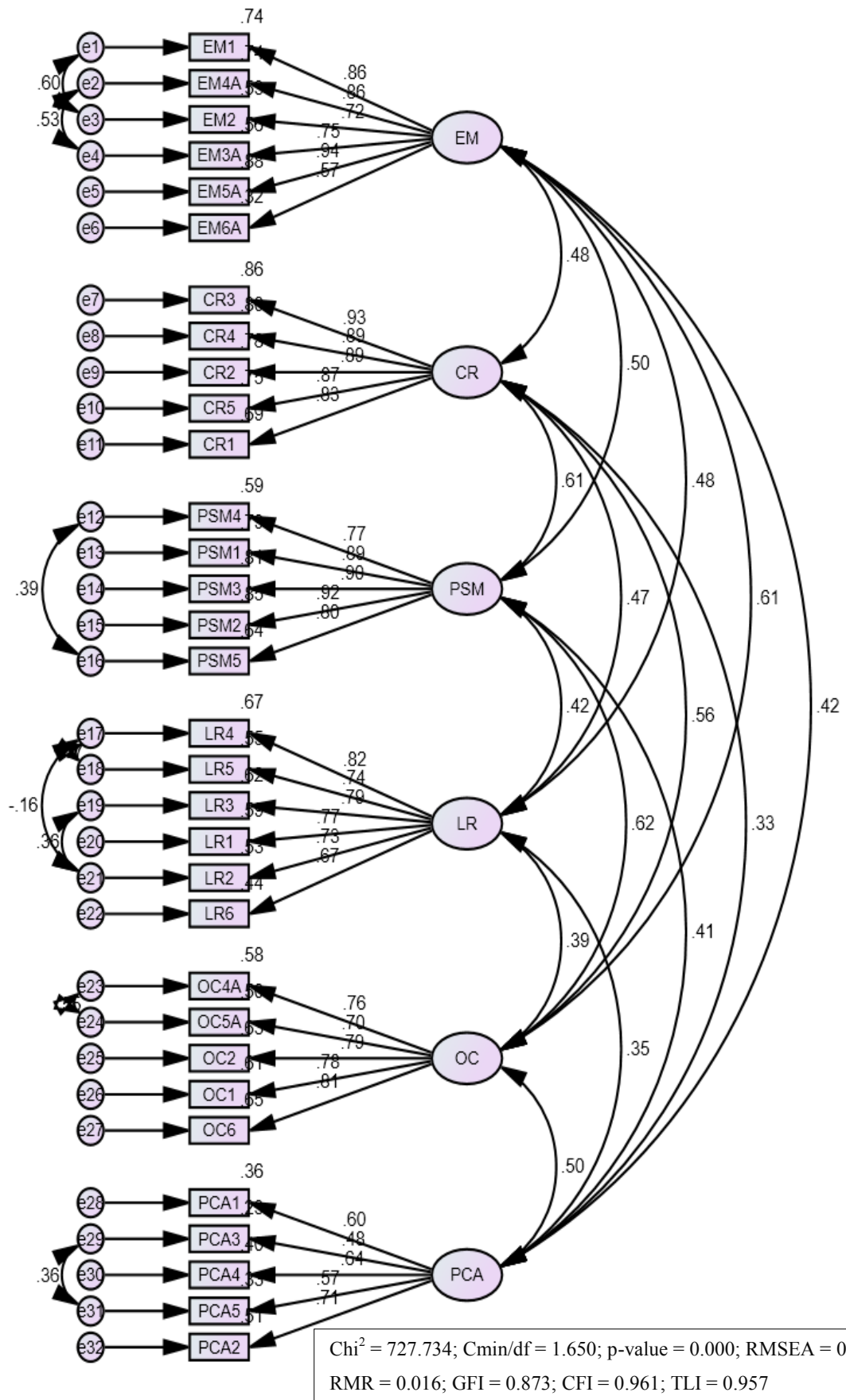


Figure 7. Result of factor analysis confirmed CFA

4.4 Results of testing the model and research hypothesis

The results are shown in Figure 8 that the model has $\chi^2=798.377$; $Cmin/df$ with $= 1.794 < 3$; $p\text{-value} = 0,000$; $RMSEA = 0.05 < 0.08$; $RMR = 0.03 < 0.05$; $GFI = 0,861$; $CFI = 0,953 > 0,9$; $TLI = 0,947 > 0,9$. Excepting $p\text{-value} < 0,05$ with the cause mentioned above, the indexes prove model fit (Awang, 2015).

The results of testing the research hypotheses are listed in Table 8, all hypotheses are accepted, $p\text{-value} < 0.05$ with the 5% significance level and 95% reliability. In terms of Hypothesis 1, serving public good pointed out positively associated with work motivation ($p < 0.001$). Hypothesis 2 proposed that a positive relationship between promotion and career advancement and work motivation. The hypothesis was also supported because of $p (0.003) < 0.05$. Regarding Hypothesis 3, relationship with leaders positively impacts on work motivation that was also supported ($p < 0.001$). Hypothesis 4 stated that relationship with colleagues positively impacts the work motivation of civil servants that was supported ($p=0.01 < 0.05$). Hypothesis 5 of a positive relationship between work motivation and organizational commitment was also supported ($p < 0.001$). From the above statistic results, the final research model of the thesis is presented in Figure 9.

In Table 8, standardized and positive non-standard weights demonstrate that servicing public good, promotion and career advancement, relations with leaders, and relationship with colleagues proportional affect work motivation. In addition, work motivation positively affects organizational commitment. It can be seen that the relationship with leaders has the strongest impact on work motivation (0.240), followed by serving public good (0.238). Promotion and career advancement comes next (0.196), and the relationship with colleagues was lowest (0.171). Besides, work motivation impacts strongly on organizational commitment with 0.639. Four concepts (serving public good, promotion and career advancement, the relationship with leaders, and the relationship with colleagues) explained 41% variation of work motivation. Similarly, work motivation show 40.9% variation of organizational commitment.

Table 8. Results of testing the research hypotheses

	Hypotheses	Estimate	Estimate (std)	p-value	Test result
H1	Serving public good positively affects civil servants	0.256	0.238	***	Accepted
H2	Promotion and career advancement positively impact the work motivation of civil servants	0.299	0.196	0.003	Accepted
H3	Relationship with leaders positively impacts on work motivation	0.284	0.240	***	Accepted
H4	Relationship with colleagues positively impacts the	0.133	0.171	0.01	Accepted

Table 8. Results of testing the research hypotheses

	work motivation of civil servants				
H5	Work motivation positively impacts on organizational commitment of civil servants.	0.636	0.639	***	Accepted

Notes: *** p<0.001; Est. (se): Estimate (standard error)

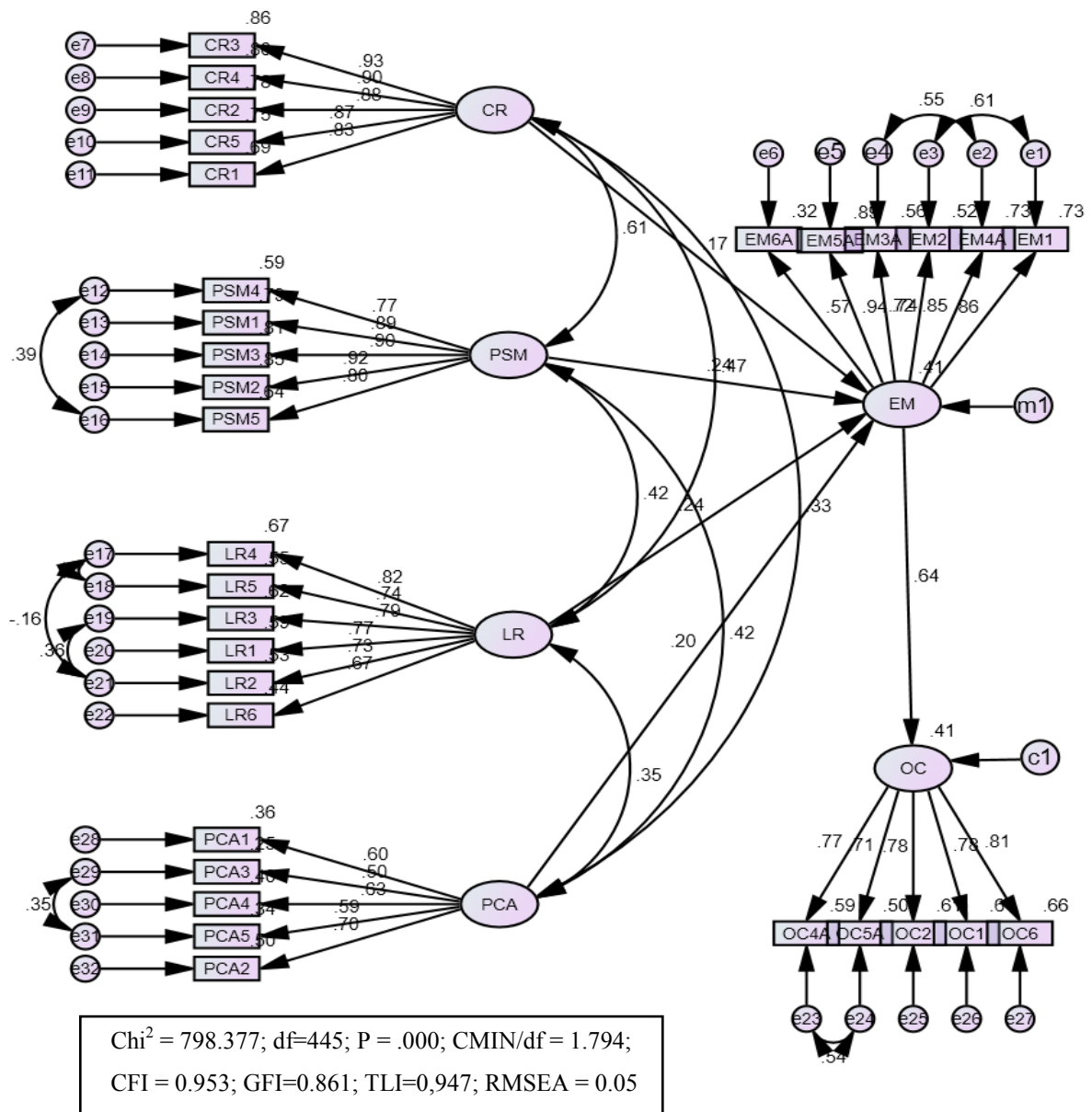


Figure 8. Results of model testing and research hypothesis

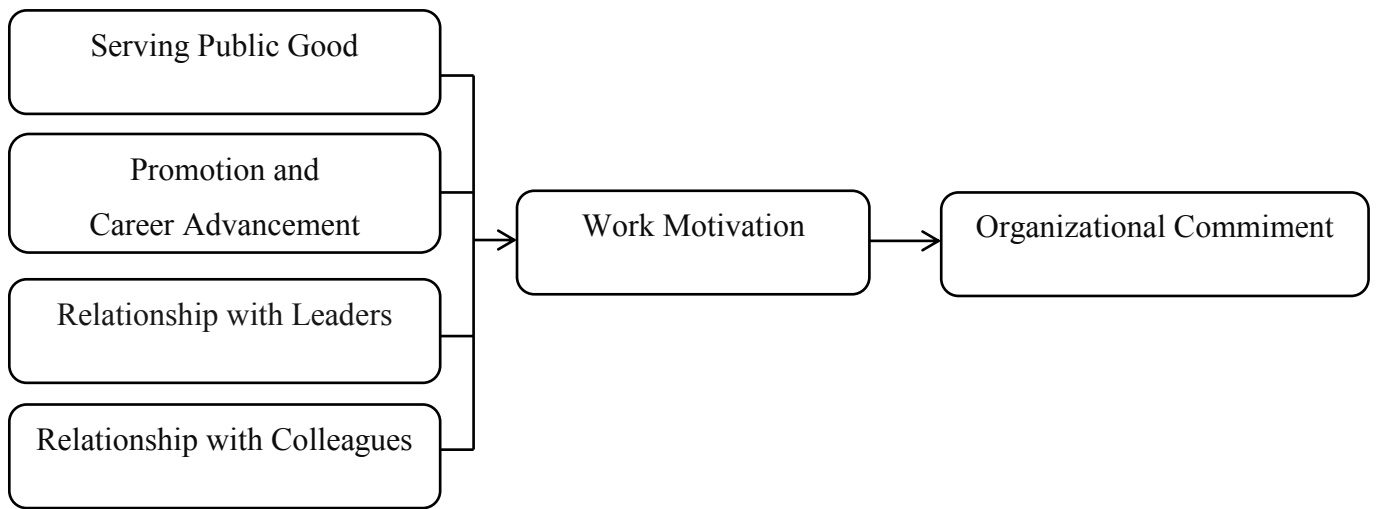


Figure 9. The final research model

4.5 Discussion of research findings

The results of the regression weight values confirm that all five hypotheses are accepted. Particularly, four factors namely serving public goods, promotion and career advancement, relationship with leaders, and relationship with colleagues impact positively on the work motivation of civil servants in People's Committee District 3 ($p < 0.05$). The result answered the first research question "Do factors including serving the public good, relationship with leaders, relationship with colleagues, and promotion and career advancement affect civil servants' work motivation?". Civil servants working in District 3 are motivated by the four above factors at different levels. Specifically, the factor of relationship with leadership is most important, followed by the factor of serving public goods. The factor of promotion and career development comes next, and the factor of relationship with colleagues is lowest. According to Anderfuhren-Biget et al. (2010), work motivation of employees is a key issue for all organizations. In other words, work motivation plays a crucial role in individuals and organizations. Additionally, the second research question "Is there an association between civil servants' work motivation and organizational commitment?" also was responded throughout standardized weights of 0.639 and the P-value < 0.001 . The results show that there is a strong relationship between work motivation and organizational commitment of civil servants. This means that employees working in District 3 tend to commit to the agency when their work motivation is spurred. These results will be analyzed in more detail in the following sections.

4.5.1 Relationship with leaders

Among four factors confirmed, the factor of relationship with leaders plays the most important role in the work motivation of civil servants working at District 3 (standardized weights = 0.24). Indeed, most civil servants responding to the questionnaire agreed that leaders greatly affect the workability of employees. Therefore, leaders need to meet the necessary standards to inspire employees to efforts. First and foremost, leaders have to be qualified and competent. This not only satisfies organizational management and operation requirements but also creates more trust and belief for civil servants. The leaders can share knowledge and skills with their staff. They support and guide opportunely to civil servants. This is meaningful to civil servants. Civil servants are likely to plan and define targets bringing efficiency in doing their duties. Another indispensable requirement is that leaders need to treat equitably and fairly with civil servants (Singh, 2018). There needs to be a fair and reasonable assignment to civil servants. It ensures appropriate to the profession and working ability of civil servants. This is also expressed through assessing, rewarding and criticizing of leaders to civil servants. As a result, the fair leader's behavior not only brings efficiency to the job but it also brings consensus from civil servants. Moreover, the friendliness and gentleness of leaders also have a positive effect on civil servants. Leaders contribute to creating a friendly working environment. Besides, they need to create conditions for public workers showing their capacity. Public employees are encouraged to give personal opinions to the organization. It will promote employee's creativity in dealing with work. Consequently, leaders and civil servants form and maintain mutually respectful relationships.

In District 3, the appointment of leaders from other units happens frequently. This set up a requirement that the appointed leader must meet the above standards. In particular, the leader's competence is an important factor to encourage civil servants' motivation. In addition, the reputation of the leader is also very important, since it will affect the confidence and obedience of civil servants during the leaders' management and operation. It also affects the results of civil servant assessments that can boost the civil servant's competence in the future or vice versa. Basing on the evaluation results from the leaders, public workers make an effort to drive their strengths and improve their limitations given by the leaders. In practice, however, leaders often focus on evaluating employees' shortcomings instead of their contributions. If leaders lack impartiality and objectiveness in public servants' assessment, they will make public servants decrease work motivation.

It can be seen that the research result supports findings of some previous researches that demonstrated a key role of relationship with leaders to civil servants. Linh (2019) stated that a

relationship with leaders effects the strongest on civil servants working People's Committee of Thua Thien-Hue province, Vietnam. In addition, the understanding and sympathy of leaders also greatly affect public workers (Khuong & Khanh, 2016). For example, understanding work pressure, overload work, low compensation, and hard work of civil servants will make leaders treat public employees appropriately. The support of leadership, especially personal matters of civil servants, will help employees work better (Al-Madi et al., 2017; Anderfuhren-Biget et al., 2010). For sensitive issues, leaders need to communicate delicately to their staff that avoiding to generate complex for civil servants. In general, the relationship with leaders propels the emotions of employees who become more responsible and encouraged at work (Thuy & Nhung, 2018; Sukmayuda et al., 2019).

4.5.2 Serving public good

Another result of the thesis confirmed that serving public goods strongly impacts the motivation of civil servants (Anderfuhren-Biget et al., 2010). This result also supports previous studies. Accordingly, the factor of servicing public good has effected the behavior and working attitude of civil servants (Oyewobi, 2013). Civil servants create values and benefits to the community by delivering public services (Perry, 2008; Rainey, 1982; Perry and Wise, 1990; Perry, 1996). Bullock et al. (2015) also agreed that civil servants are motivated by a desire to serve public goods and services; and they feel the importance of their work to the people and society (Houston, 2000).

Although this study applies the incomplete scale of Perry (1996) on servicing public good, the research results show that the definition of Perry's (1996) public service motivation can be applied to the context of civil servants in District 3, Ho Chi Minh City. In particular, the officials acknowledge that they are attracted by participating in making public policy that brings along benefits to the public. The results are also in line with Kim's (2009) study results conducted in the Korean context that applied the PSM's scale of Perry (1990). Kim (2009) proposed that the concept of attraction policymaking in Perry's PSM scale should be considered a positive statement (an observable variable) of the scale instead of the concept. It is explained that all statements of the concept of "attraction policy-making" do not seem to be part of Perry's PSM scale (1996). The "attraction policy-making" statement does not appear on the scale as a factor that motivates public employees. Thus, the results of the thesis partly support Kim's proposal (2009) that although "attraction policymaking" is not part of the PSM's scale, it is a positive item of the PSM's scale.

However, this research result is in contrast to the findings of Brewer et al. (2000). The respondents in their research were neutral with the statement "the give and take of public

polycymaking appeal to me". They proposed that participation of public polycymaking do not spur civil servants to delivery of public services. It is explained that public polycymaking does not appeal to public servants. Instead, Brewer et al. (2000) pointed out that the main motivation of civil servants is to serve the public and ensure equity for individuals and society. The research finding also contradicts the search of Ristic et al. (2017). He argued that public servants in Serbia were not motivated by servicing public goods. He explained that the result was consistent with Serbia's situation at that time. The country still has high levels of corruption and low transparency (72/176). His results demonstrated that public officials working Serbia were motivated by monetary factors instead of serving public goods. Thus, the thesis contributes to the finding that servicing public goods is important for public officials.

4.5.3 Promotion and career advancement

The research result also points out that promotion and career advancement impacts at the 3rd level on civil servants' motivation. The interviewed officials agreed that their current job helps them gain experience. They are also facilitated to attend training courses organized by the government budget. This helps public workers enhanced skills and knowledge; get opportunities in career advancement. This result supports previous researches that training affects positively employees (Singh, 2018). Training carries benefits to both public employees and units (Gupta & Subramanian, 2014). Indeed, public employees are equipped with the necessary skills and knowledge that help gain high effectiveness in handling tasks. This leads to a good assessment and recognition of agency to their staff's capability. Public employees can possess merits such as bonuses, rewards, and promotion opportunities. In addition, training helps an organization to achieve good performance throughout employees.

Furthermore, a desire appointed in a higher position in the agency is also a motivation for civil servants working in District 3. The statement of "Promotion policy is fair and transparent" is most agreed by the interviewers with "mean = 4.53". This can be explained that civil servants know exactly the requirements and criteria of a higher position, and they will try to improve themselves to gradually achieve the standards. According to Wright (2004), clear goals also force employees' effort. In fact, civil servants are affected by advancement motivation (Park & Word, 2012). They strive to perform their tasks, increase their knowledge and skills to respond to their career goals. This result is considered as an element of two-factor Herzberg's theory. Civil servants working in District 3 are generally qualified and capable. They want to have opportunities to boost their qualifications and gain career advancement in the future (Suong, 2016; Thuy & Nhung, 2018). This result is similar to the findings of some researchers. They illustrated that career advancement and

development are the most important targets of employees (Safiullah, 2015; Oyewobi, 2013; Ristic et al., 2017; Linh, 2019; Houston, 2000). In recent years, District 3 has approved the project on the planning of managerial titles from 2019 to 2025 and the following years. The list of civil servants planned managerial titles has been announced to all public workers, which could influence on the commitment of civil servants in District 3.

4.5.4 Relationship with colleagues

Relationship with colleagues is the factor that has the lowest impact on the motivation of civil servants in District 3. Civil servants working at District 3 agreed that hard-working and responsible officials are able to inspire energy to their colleagues. Indeed, civil servants will be more secure and responsible when working with capable and reliable people. This generates a good collaboration among colleagues that helps civil servants to get common goals of the agency. The collaboration creates conditions for colleagues to understand and support each other, and bring consensus to the organization. These things enrich a positive relationship between civil servants in the agency.

The research finding is similar to Giauque's results (2015) that the relationship with colleagues has a positive influence on the motivation of civil servants (Sukmayuda et al., 2019). In addition, Druskienė and Šarkiūnaitė (2018) argued that civil servants are affected not only by the relationship with the leadership but also by the relationship with colleagues (Suma & Lesha, 2013; Rahman et al., 2013). Understandably, an employee's motivation is positively correlated with workplace support by leaders and colleagues. Specifically, public employees are motivated to work better than others when receiving carefulness, assistance and sympathy from their leaders and colleagues. Friendly colleagues have an impact on employees' emotions and efforts. Furthermore, Linh's study (2019) on the motivational factors of civil servants working in the People's Committee of Thua Thien Hue Province, Vietnam indicated that the relationship with colleagues is one of three factors affecting the strongest on the work motivation of civil servants. In other words, civil servants work hardy when treated and behaved well by their colleagues.

4.5.5 Relationship between work motivation and organizational commitment

The research results also show that work motivation positively impacts the organizational commitment of officials in District 3. This result is consistent with previous studies on the relationship between work motivation and organizational commitment. According to Sukmayuda et al., (2019), work motivation has a strong impact on organizational commitment (Gagne et al., 2008; George & Sabapathy, 2011). This relationship has brought positive results to the organization, contributed well to the performance of an organization in general and civil servants in particular.

The organizational commitment of civil servants also brings benefits to the organization in personnel management. Civil servants working in the long term in the organization will have the skills and experience to deal with work effectively. This reduces the cost and time for recruiting, training and apprenticeship because the organization limits the turnover of civil servants.

Through the factors affecting work motivation, the results support the relationship between work motivation and organizational commitment shown in previous studies. Regarding the relationship with leadership, trust and respect for leaders will propel employees to work better and increase the commitment to the organization. Working with a competent and reputable leader cannot be the cause of an employee's decision to leave the organization. The evaluation role of leaders for civil servants also affects organizational commitment. Indeed, assessment with commendable mean has a more positive effect than the criticism (Kamphorst & Swank, 2018). The inequity evaluation of leaders can also be a reason for reducing public employees' work motivation, even officials leaving their organization.

For the factor of serving public goods, civil servants with the motivation are willing to work and create public interest. This contributes to the ability of civil servants to commit to the organization (Bakker, 2015). Public servants with a high level of public service motivation have a positive impact on the suitability between individuals and organizations (Bright, 2008). In other words, the level of public service motivation impacts the effort of civil servants. Civil servants with higher public service motivation levels generally perform their duties better than people with lower public service motivation levels (Bakker, 2015). This helps civil servants increase their satisfaction, improve their performance and commit to the public organization more than those with a lower level of motivation to serve the public (Perry & Wise, 1990).

For promotion and career advancement, appropriate training and development for public employees is the factor strengthening their commitment to the agency (Singh, 2018; Jungin, 2018). Specifically, Almutawa et al. (2016) demonstrated that public employees tend to involve with the organization when the organization cares about them. The organization supports public employees in enhancing the necessary skills and knowledge. Ahluwalia and Preet (2019) argued that employees are satisfied and committed to the organization when promoted effectively. The transparent and fair promotion policy is crucial to public employees (Oyewobi, 2013; Morris & Robyn, 2013; Suma & Lesha, 2013). On the contrary, civil servants do not commit to the organization when their efforts are not respected and recognized. In addition, this result also indicates that public employees can increase their satisfaction and hard-working when they see a better career in the future (Bull, 2005). When public employees acknowledge the required standards

for higher positions, they will do well in their duties to be trained and appointed in the future. It motivates civil servants to try harder to learn and improve their qualifications and professional knowledge. Consequently, civil servants involve the organization and direct their efforts to achieve certain goals. However, this result is contrary to the findings of Anwar et al., (2018). They have proven that promotion and training did not impact on the organizational commitment of staff working at Lahore 'Call center in Pakistan. It was argued that the employees are influenced by intrinsic motivation such as empowerment, work security than extrinsic motivations such as training and promotions.

In terms of the relationship with colleagues, the assistance between colleagues in performing tasks effects work motivation and satisfaction of civil servants. As discussed above, a friendly working environment and positive support from colleagues will boost the civil servant's commitment to the organization (Sukmayuda et al., 2019). Civil servants will have the conditions to accumulate knowledge and experience when colleagues are willing to share. These colleagues behave well in work and personal relationships. Their encouragement helps civil servants work better. In general, the positive relationship with colleagues has a great influence on the organization and involvement of civil servants.

In summary, through the factors impact on work motivation, civil servants in District 3 are motivated to commit to the agency. This is meaningful in building policies of personnel management in District 3. It also contributes to improving the quality and efficiency of the organizational personnel.

4.6 Summary

This chapter described and analyzed in detail the data collected from participants. It is a foundation to answer three main research questions in the study. The analysis results show that the statistics ensure reliability and validity through the test of Cronbach's Alpha and explore factor analysis (EFA). In addition, the confirm factor analysis (CFA) applied has proved that the research model is fit. All the hypotheses were verified and accepted through structural equation modeling (SEM). The results reveal that relationship with leaders has the strongest impact on the motivation of civil servants compared to the relationship with colleagues with the weakest impact. Furthermore, between work motivation and organizational commitment exists a strong positive relationship. Finally, the research results related to each motivational factor of civil servants are discussed in this chapter.

Chapter 5 Conclusion

5.1 Summary

Although there are a number of researches conducted in Vietnam that have focused on finding out what factors impacting work motivation in both the public and private sectors. This is the first study to learn about the relationship between work motivation and organizational commitment conducted at the People's Committee District 3, Ho Chi Minh City, Vietnam. The quantitative research method was applied to collect data and answer three research questions. 313 civil servants participated in answering the questionnaire via a Google Form. Cronbach's Alpha and EFA were used to test reliability and validity of the data. CFA and SEM analysis were used to analyze the data. The results of the study indicate that all five hypotheses proposed are accepted. Specifically, four factors including serving public goods, promotion and career advancement, relationship with leaders, and relationship with colleagues have propelled the work motivation of civil servants in District 3. Among these factors, relationship with leaders has the strongest impact on the work motivation of District 3 People's Committee officials. Another result is that there is a positive relationship between work motivation and organizational commitment in the location. Therefore, the proposed research model is accepted through data analysis results.

Human resource management is always an issue that any organization concentrates on and pays attention to. This is explained that human being always plays a key role in the organization's operation and development (Bercu & Onofrei, 2017). Consequently, building and promoting the human factor is a vital task of organizations. Organizations need to implement multiple synchronic solutions that drive the competence of the employee to the organization. This not only enhances the workability but also limits the turnover of civil servants in the current context. The research results point out the main factors that personnel managers in District 3 should regard to human management in the municipal government. These results are the same as a reference to them considering and evaluating factors spurring to work motivation and organizational commitment of officials. The managers then can find out appropriate solutions for their agency that leads to efficient and effective personnel management. The study also suggests some ways to the authority in next section.

5.2 Suggesting solutions

In general, the research results are quite appropriate to the practice in Vietnam. Among all factors confirmed spur capacity of civil servants in District 3, a relationship with leaders is considered the highest level of impact. An attractive finding is that civil servants in the location are attracted by qualified and capable leaders as well as training opportunities. Indeed, District 3 planned the project to improve and enhance the quality of the civil servant, especially leaders and managers. To achieve this goal, District 3 has focused on offering many solutions. Training is one of the most important methods that the authority has prioritized. This derives from the crucial position of leaders in the organization. Leaders have a direct influence on achieving the agency's goals, especially in the context of scientific and technical development. Therefore, enriching knowledge to the leaders also a central duty. According to Party Committee District 3 (2014), leaders must meet political, ethical, and professional standards. In addition, professional qualifications are one of the three most important criteria in the principle of leader's appointment in District 3. This standard is concretized into the requirements for the professional qualifications of civil servants. Particularly, getting a bachelor degree or higher and the advanced political certificate is one of the six compulsory criteria that a civil servant must respond to in order to be appointed a leader title. Furthermore, public employees under 40 years old must have been graduated from regular universities. To be attended advanced political courses, the first standard is that civil servants must be proposed as candidates by their agency. Another requirement is that civil servants must be leaders of district-level specialized divisions or higher, or they are planned to hold this position in the future (Central Organization Commission, 2013). Participating to the courses provides an opportunity for civil servants who desire to achieve a higher position. It is obvious that training is the motivation of civil servants. They have to attempt to achieve the required criteria in order to be recognized by the organization.

Working motivation is a multifaceted definition (Mitchell, 1982). In the public sector, the work motivation of civil servants is influenced by a combination of many factors. These factors are interrelated with each other when affecting public workers (Hitka & Balazova, 2015). Serving public goods, for instance, is only one factor influencing the motivation of civil servants (Vandenabeele & Ban, 2009). Besides, civil servants are also influenced by other factors such as relationships with leaders and colleagues, working environment, training and promotion, and so on. In other words, these factors do not work independently, but rather the general effect on civil servants. This can be explained that each public organization contains differences in characteristics, circumstances, and condition while public workers own differences in personality, age, needs,

qualifications, experience, and working time (Pilukienė, 2017). This leads to a distinction in factors affecting the employees. Therefore, each organization needs to identify specific factors related to the work motivation of its employees (Kovach, 1995). After that, the agency builds appropriate and comprehensive solutions to prompt employees. It requires a combination of solutions instead of just a certain solution (Morris & Robyn, 2013). That ensures the efficient and effective implementation.

The People's Committee of District 3 is located in Ho Chi Minh City that is one of the 5 special cities of Vietnam. Ho Chi Minh City has different characteristics compared to other localities. These different characteristics directly affect civil servants working here. Especially, according to the results of the census, as of April 1, 2019, the population density of Ho Chi Minh City (4,363 people/km²) is 15 times as much as that of Vietnam (290 people/km²). The number is twice that of Hanoi (2,398 people/km²). For District 3, the location possesses a very small area with 4.92 square kilometre with over 190,659 people living. The district's population density is 40,183 people/km² (People's Committee District 3, 2019). Therefore, providing and improving the quality of public services is a real pressure for the local government in general and officials in particular. They are not only pressuring about a huge workload but also face growth and adaption to the development of the big city in the country and Southeast Asia. Subsequently, encouraging work capability and increasing the organizational commitment of the civil servants is one of the crucial tasks that the District 3 government needs to pay attention to. It can be undeniable that the work motivation of civil servants in District 3 is also affected by other factors. However, the thesis only examined the four factors of work motivation and the relationship between work motivation and organizational commitment of civil servants in District 3. The study's results partly serve the leaders and the agency in considering and choosing priority solutions to human resource management. To the best knowledge, the study proposes several solutions to the issues as well as respond to the research question "How to enhance work motivation and organizational commitment of civil servants?". The solutions come from the actions of both People's Committee District 3 and the civil servants.

Firstly, the People's Committee of District 3 should tend to build up transparent criteria and mechanisms of human management such as assignment, assessment, rewarding and disciplinary appropriately in a practical situation. These regulations aim to strengthen the relationship between leaders, public servants, and agencies. The agency needs to specify the criteria based on a legal and scientific foundation, and combine it with the practical circumstance. It directs to building a mutual respect relationship between leaders and public servants. This result is also appeared from transparency and fairness in assigning, evaluating, and rewarding and disciplining civil servants.

Additionally, District 3 approved the job description scheme, the agency should strictly follow the assignment and arrangement of civil servants. It contributes to fairness, equality, and clarity in assigning duties to civil servants. This helps the inspection and evaluation of work results of public servants effectively. Also, time flexibility for different positions in the organization is needed. For positions to provide public services face-to-face, civil servants must comply accurately timetable, while there can be flexibility in the timetable relating to other positions. Instead, the agency focuses on control efficiency and effectiveness of work.

The agency also needs to create favorable conditions and form a solid and harmonious working environment for civil servants in order to fulfill their duties. A positive working environment in which committing public employees and creating joint activities to build relationships at work and in society is essential to be constructed. It brings sympathy and sharing among employees and between employees and leaders. Moreover, the agency's union has to express the role of protecting the rights of and bridge to its members together and to the organization. The collective activities and attention of the union to public servants are likely to reinforce a favorite and close-knit workplace.

In order to create an exchangeable environment and connect civil servants, the agency should maintain and promote social and entertainment activities such as charitable activities, sports, picnics, and travel. This is a condition for public workers to share the living environment and family matters. This also helps public employees have closeness together. Another problem is that the work environment cannot avoid conflicts. These conflicts must be promptly discovered and resolved. It not only helps employees to be more comfortable at work but also encourages their ability. A good relationship between colleagues is also one of the factors that help employees stay connected with the organization.

Moreover, personnel managers in District 3 should set up approaches to influence the desire of serving the public good of public servants. Because the factor does not come from material and monetary benefits, the organization focuses on the willingness of officials to perform their work. Therefore, the agency should create favorable conditions for civil servants to maintain their force at work. The institution, for instance, inspires individuals to improve the quality of public service delivery, supply good working facilities, and provide timely support and guidance. Serving public good is a meaningful factor that motivates and strives civil servants to the agency. This motivation needs to be nurtured and promoted in the working process by the leaders and the agency. Another way to stimulate the civil servants is that the agency and leaders should consider proposals and initiatives of public servants. It is explained that these civil servants often put great dedication to

their work. They regard to find the most effective measures to generate the best benefits to society and the community. Therefore, their recommendations and suggestions may be useful to the agency.

Furthermore, the policies related to promotion and career advancement should be attended by People's Committee District 3, particularly training programs and appointment process. Firstly, for training plans, the agency needs to enhance the quality and reputation of the training courses. It is necessary to build the confidence that only civil servants making efforts and contributing to the agency are appointed to take part in the training courses. Otherwise, there needs to be training courses for both leaders and employees. Regarding the content of the curriculum, the agency should organize training courses to foster practical skills for civil servants instead of training legal knowledge. This is explained by the fact that legal documents are easily accessible but how to deal with practical issues is more challenges. Accordingly, the training programs should handle common difficult situations when applying the legal document into the practice. Besides, the agency should provide training namely on communication skills, debate skills, teamwork skills, emotional control skills, conflict resolution skills, persuasion skills, planning skills, and policy-making skills. What is more, the agency has to identify specific training needs and plans. The agency should have an entire and objective assessment of the quality and competence of the current leaders, and then identify the weaknesses and limitations of each member, and assist timely in the training. The organization should figure a long-term training plan and an annual plan. The plans orient the trends of the organization and society. The agency also needs to conclude and evaluate the results of training programs to amend well-timed. Training not only benefits civil servants but also contributes to greater efficiency for the organization. It helps civil servants having awareness of the organization's value and culture. This leads to boost their role and responsibility for the assigned tasks. Another issue is the budget for training. The agency ought to estimate the corresponding funding, which helps the organization to allocate a reasonable and timely budget for the training programs.

In term of the appointment of higher position, District 3 consists of 12 specialized agencies, the People's Committee of 14 wards, and public non-business units. The appointment process should prioritize civil servants working at that agency. Indeed, if leaders only appoint civil servants from other departments, it will not encourage the efforts of civil servants in that agency. Moreover, the agency should evaluate both the competence and virtue of civil servants. Indeed, President Ho Chi Minh said that talented people who do not own virtue are useless, and those who own virtue without talent are hard to do anything. In addition, constructing an evident process of appointment is an urgent requirement for District 3. Based on this, the civil servants understand the standards they need to meet advancement in their careers. They will recognize what to do in specific ways.

This drives them to make more efforts and perfects own criteria that help them to respond the requirements of appointment.

For the responsibility of leaders and civil servants, leaders and civil servants need to continuously improve their professional qualifications, management ability, virtue, and reputation in the organization. In dealing with civil servants, leaders need to behave fairly in relationship with public employees. Leaders should avoid bias for employees at work. Evaluation, commendation, and discipline of employees accord to the regulations of the agency. As mentioned above, the fair treatment of leadership also contributes to a good relationship between employees. These activities help to increase the prestige, belief and the influence of leaders in civil servants. It also helps to strengthen the efforts of the civil servants to the unit as well as contributes to efficiency in management and administration.

Civil servants feel more satisfied when their performance and capabilities are recognized by the leaders and the agency. This recognition may be performed throughout the form of commendation or certificate of merit. This will encourage public employees to strive more in the future. On the contrary, unfair leadership in employee evaluation will have negative consequences. For example, a public employee does not want to strive when feeling dissatisfied with their leader. The relationship with colleagues may deteriorate and lead to internal disunity. These directly affect employee performance and the organization's goals. Therefore, leaders are required to be fair and equity in the assessment of civil servants. The evaluation must be based on the rules and standards agreed on by the agency. There need to be objective and informative process for evaluating public servants.

In the practice, between leadership and employees exists a gap. Therefore, leaders need to take measures to shorten that distance and create favorable conditions for public employees to perform the job. Leaders should maintain and increase the friendliness, closeness as well as timely support to civil servants. Leaders prompt public employees to contribute opinions and force creativity in solving jobs. The leaders develop a leadership style that is consistent with their unit. The leaders should express a sincere interest in their employees. Besides, leaders assist and share about personal matters of civil servants. Leaders have to become an exemplary person in the performance of duties and the observance of the agency's regulations. Leaders need to be decisive in self-criticizing individual shortcomings and corrective actions. Leaders should believe in the opinions of civil servants, reduce supervision of the job handling process instead focus on work results and efficiency.

5.3 Limitation and recommendation

Besides the research contributions to HRM practices in District 3, this study contains some limitations. By recognizing these shortcomings, the study also proposes a few issues for future researches related to this topic. Firstly, the study inherits an unidimensional measurement of previous researches. In particular, the scale of concepts namely organizational commitment and serving public good were shortened and adjusted from Perry and Wright's scale. To some extent, the research results can not reflect comprehensively the concepts in the Vietnamese context.

Furthermore, the data was only collected from civil servants in the administrative sector of the authority in District 3. This leads to somewhat limited in the research scope. It is explained that the organizational structure of the District 3 government also includes the party, the government, and unions. These parts have distinction in characteristics and work nature while the study focused on government officials. Therefore, the results are meaningful to the municipal government. Otherwise, it is just useful to the administrative sector, but not to the legislature and judiciary. In the future, it is necessary to have more comprehensive researches for all public servants working in the public structural system of District 3. It will be able more effectively to apply research results to practices.

Besides, the thesis is conducted in the People's Committee of District 3, so the results can be applied in human resource management in this locality. The results of the study could only be significant for Ho Chi Minh City authorities, especially the central districts. However, there are quite large differences between civil servants working in District 3, Ho Chi Minh City and those of other provinces in Vietnam. These are differences in features, workload, natural and social conditions. As a result, the study results are difficult to apply to other localities. A more comprehensive study of the Vietnamese landscape should be conducted in the future. It will bring merits to national human resource managers in formulating appropriate strategies and policies to every region

Moreover, although the author tried to build a specific questionnaire, there was little complexity to respondents. And data majority was collected through the internet. Thus, there is an undeniable confuse of respondents to answer the questionnaires. This also impacted on results of analysis data. Furthermore, the research model only focuses on testing four factors that the researcher personally perceives the importance through literature. The four factors account for only 41% of the factors affecting the work motivation of civil servants working at District 3. That means that the civil servants are affected by other factors that the researcher has not yet investigated.

Future researches should be investigated factors spurring on work motivation and organizational commitment more comprehensively. This will help the District 3's personnel managers to review, evaluate, and adjust human resource management. It would also contribute to the improvement of work efficiency, increase satisfaction and staff's commitment to the organization.

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APPENDIX

APPENDIX A. QUESTIONNAIRE (IN VIETNAMESE)

PHIẾU KHẢO SÁT NGHIÊN CỨU

Xin chào Anh/Chị,

Tôi tên Nguyễn Thị Nguyễn, là học viên của chương trình Thạc sĩ Hành chính công do Trường Đại học Kinh tế Thành phố Hồ Chí Minh liên kết với Trường Đại học Tempere (Phần Lan) tổ chức. Tôi đang thực hiện nghiên cứu đề tài: ***"Các yếu tố ảnh hưởng động lực làm việc và sự gắn bó tổ chức của công chức đang làm việc tại Ủy ban nhân dân Quận 3, Thành phố Hồ Chí Minh, Việt Nam"***.

Sự hỗ trợ của Anh/Chị thông qua việc tham gia trả lời phiếu khảo sát này giúp tôi hoàn thành nhiệm vụ học tập của mình, đồng thời đóng góp vào việc xây dựng các giải pháp hiệu quả trong quản lý nguồn nhân lực tại cơ quan hành chính nhà nước, cụ thể góp phần xây dựng chính sách thúc đẩy động lực làm việc và sự gắn bó với tổ chức của công chức nói chung và công chức đang làm việc tại Ủy ban nhân dân Quận 3 nói riêng. Tôi rất mong Anh/Chị dành chút thời gian để trả lời Phiếu khảo sát giúp tôi có thể đạt được mục tiêu nghiên cứu của mình.

Tôi xin cam đoan tất cả những thông tin cá nhân và ý kiến đóng góp của Anh/Chị sẽ được bảo mật và chỉ phục vụ cho mục đích nghiên cứu này. Anh/Chị có những ý kiến thắc mắc hoặc đóng góp cho Phiếu khảo sát này xin vui lòng liên hệ với tôi thông qua địa chỉ sau:

Email: nguyenthinguyen0709@gmail.com.

Số điện thoại: 0987 940 553.

Phần 1. NHỮNG THÔNG TIN CÁ NHÂN

Anh/Chị vui lòng cho biết một vài thông tin cá nhân sau. Anh/Chị vui lòng bấm chọn (chọn) vào ô chứa thông tin đúng và phù hợp với câu trả lời của Anh/Chị.

Câu 1. Giới tính:

☐ Nam

☐ Nữ

Câu 2. Độ tuổi:

- ☐ Dưới 31 tuổi
- ☐ Từ 31 tuổi đến 40 tuổi
- ☐ Từ 41 đến 50 tuổi
- ☒ Trên 50 tuổi

Câu 3. Trình độ chuyên môn:

- ☐ Trung cấp, Cao đẳng
- ☐ Đại học
- ☐ Trên Đại học

Câu 4. Thời gian công tác

- ☐ Dưới 2 năm
- ☐ Từ 2 năm tới dưới 5 năm
- ☐ Từ 5 năm đến dưới 10 năm
- ☐ Từ 10 năm trở lên

Câu 5. Vị trí công tác

- ☐ Trưởng đơn vị
- ☐ Phó Trưởng đơn vị
- ☐ Chuyên viên
- ☐ Cán sự, Nhân viên

Phần 2. KHẢO SÁT VỀ NHỮNG YẾU TỐ TÁC ĐỘNG ĐẾN ĐỘNG LỰC LÀM VIỆC VÀ SỰ GẮN BÓ VỚI TỔ CHỨC CỦA CÔNG CHỨC QUẬN 3

Anh/Chị vui lòng cho biết mức độ đồng ý hay không đồng ý đối với mỗi câu bên dưới bằng cách chọn vào **MỘT** ô được cho là phù hợp và đúng với Anh/Chị nhất. Có 5 mức độ ý kiến đánh giá sau đây:

1	2	3	4	5
Hoàn toàn không đồng ý	Không đồng ý	Bình thường	Đồng ý	Hoàn toàn đồng ý

Câu hỏi	Hoàn toàn không đồng ý	Không đồng ý	Bình thường	Đồng ý	Hoàn toàn đồng ý
Câu 1. Phục vụ công thì quan trọng và có ý nghĩa với tôi					
Câu 2. Việc xây dựng và thực hiện các chính sách công là công việc hấp dẫn đối với tôi					
Câu 3. Tôi tích cực hưởng ứng các chương trình công					
Câu 4. Tôi đồng cảm với hoàn cảnh của những người yếu thế trong xã hội					
Câu 5. Tôi quan tâm các chương trình phúc lợi cho cả những người mà tôi không quen biết					
Câu 6. Cơ quan tạo điều kiện cho tôi nâng cao kỹ năng làm việc					
Câu 7. Công việc có thể giúp tôi tích lũy kinh nghiệm					
Câu 8. Công chức ở cơ quan thường xuyên được đào tạo, bồi dưỡng					
Câu 9. Cơ quan tạo hội thăng tiến cho công chức có năng lực và sự đóng góp cho tổ chức					
Câu 10. Chính sách thăng tiến thì công bằng và minh bạch					
Câu 11. Lãnh đạo và nhân viên có sự tôn trọng lẫn nhau					
Câu 12. Lãnh đạo thân thiện và hòa nhã với nhân viên					
Câu 13. Lãnh đạo hỗ trợ và hướng dẫn nhân viên kịp thời để hoàn thành công việc					
Câu 14. Lãnh đạo phân công nhiệm vụ công bằng và hợp lý					
Câu 15. Lãnh đạo công bằng và bình đẳng trong việc đánh giá, khen thưởng và phê bình nhân viên					
Câu 16. Lãnh đạo có trình độ, năng lực tạo niềm tin cho nhân viên trong hoạt động quản lý điều hành					
Câu 17. Đồng nghiệp thân thiện và hòa nhã					
Câu 18. Đồng nghiệp có trách nhiệm và đáng tin cậy					
Câu 19. Đồng nghiệp hỗ trợ và giúp đỡ lẫn nhau					
Câu 20. Đồng nghiệp sẵn sàng chia sẻ kinh nghiệm làm việc					

Câu 21. Đồng nghiệp đồng viên tôi trong quá trình làm việc					
Câu 22. Tôi cố gắng hết sức để hoàn thành bất kì công việc nào được giao					
Câu 23. Tôi có thể đi sớm và về trễ để hoàn thành một công việc được giao					
Câu 24. Tôi không tập trung vào công việc hiện tại của mình					
Câu 25. Tôi không cố gắng làm việc chăm chỉ như những người làm cùng công việc với tôi					
Câu 26. Tôi thật sự không muốn làm thêm việc của mình					
Câu 27. Tôi cảm thấy thời gian trôi qua chậm chạp khi tôi làm việc					
Câu 28. Tôi hạnh phúc để làm việc ở cơ quan đến khi nghỉ hưu					
Câu 29. Tôi cảm thấy công việc của cơ quan như chính công việc của tôi					
Câu 30. Tôi cảm thấy tôi không thuộc về cơ quan					
Câu 31. Tôi cảm thấy không có sự gắn bó tình cảm với cơ quan					
Câu 32. Tôi không cảm thấy cơ quan không giống như là một phần của gia đình tôi					
Câu 33. Cơ quan có ý nghĩa đối với cá nhân tôi					

Tôi xin chân thành cảm ơn Anh/Chị đã hỗ trợ hoàn thành Phiếu khảo sát này!

APPENDIX B. QUESTIONNAIRE (IN ENGLISH)

SURVEY OF THE STUDY

Dear Sir/ Madam,

My name is Nguyen Thi Nguyen. I am a student of the program Master of Public Administration organized by the University of Economics Ho Chi Minh City associated with Tampere University (Finland). I am conducting the research topic: **"The factors impacting on work motivation and organizational commitment of civil servants in municipal local government. A case in People's Committee District 3, Ho Chi Minh City, Vietnam"**.

Your support throughout responding this questionnaire will help me to fulfill my thesis. This also contributes to building effective solutions in managing human resources in the public sector. The government's work, specifically constructing appropriate policies to promote work motivation and organizational commitment of civil servants in general and civil servants working at People's Committee of District 3 in detail. I would like you to take little spare time to answer the questionnaire that support me to achieve my research goals.

I guarantee that all your personal information and feedback will be kept confidential and it only serves to this research purpose. Do you have any questions or comments for this study, please contact me at the following address:

Email: nguyenthinguyen0709@gmail.com.

Phone number: 0987 940 553.

Section 1. PERSONAL INFORMATION

Please provide some personal information later. Please click (select) in the box containing the correct information according to your answer.

Question 1. Gender:

☒ Female

☐ Male

Question 2. Age:

- ☐ Under 31 years old
- ☐ From 31 to 40 years old
- ☐ From 41 to 50 years old
- ☐ Over 50 years old

Question 3. Educational level:

- ☐ College Degree and equivalent
- ☐ Bachelor Degree
- ☐ Master Degree

Question 4. Working time:

- ☐ Under 5 years old
- ☐ From 5 to 10 years old
- ☐ Over 10 years old

Question 5. Job Position

- ☐ Leader
- ☐ Sub-Leader
- ☐ Official
- ☐ Staff

Section 2. THIS SECTION AIMS TO THE FACTORS AFFECTING WORK MOTIVATION AND ORGANIZATIONAL COMMITMENT OF PUBLIC EMPLOYEE IN DISTRICT 3

Please indicate the degree of agreement or disagreement for each of the statements below by checking (choosing) the **ONE** box that is most appropriate for you. There are 5 levels of evaluation as follows:

1	2	3	4	5
Entirely Disagree	Disagree	Neutral	Agree	Entirely Agree

Question	Entirely Disagree	Disagree	Neutral	Agree	Entirely Agree
Question 1. Meaningful public service is very important to me.					
Question 2. The give and take of public policy making appeals to me.					
Question 3. I wholeheartedly support many public programs.					
Question 4. I contain my feelings when I see people in distress.					
Question 5. I think about the welfare of people whom I don't know personally.					
Question 6. The agency facilitates to me to improve skills.					
Question 7. I can accumulate experience while working at the agency					
Question 8. Employees are trained permanently					
Question 9. The agency creates promotion opportunities for employees having competence and contribution					
Question 10. Promotion policy is fair and transparent					
Question 11. Leaders and employees has mutual respect					
Question 12. Leaders are friendly and gentle with staff					
Question 13. Leaders support and guide staff in timely to complete works					
Question 14. Leaders assign fairly and reasonably tasks					
Question 15. Leaders have fairness and equality in assessing, rewarding and criticizing staff					
Question 16. Qualified and capable leaders create a trust for employees in management and operation.					
Question 17. Colleagues are friendly and gentle					
Question 18. Colleagues are responsible and reliable					
Question 19. Colleagues support and help each other at work					
Question 20. Colleagues willing to share work experience					

Question 21. Colleagues encourage me to try at work					
Question 22. I put forth my best effort to get my job done regardless of the difficulties					
Question 23. I am willing to start work early or stay late to finish a job.					
Question 24. It has been hard for me to get very involved in my current job					
Question 25. I probably do not work as hard as others who do the same type of work					
Question 26. I do extra work for my job that isn't really expected of me					
Question 27. Time seems to drag while I am on the job					
Question 28. I would be very happy to spend the rest of my career with this organization.					
Question 29. I really feel as if this organization's problems are my own					
Question 30. I do not feel a strong sense of "belonging" to my organization					
Question 31. I do not feel "emotionally attached" to this organization					
Question 32. I do not feel like "part of the family" at my organization					
Question 33. This organization has a great deal of personal meaning for me					

I would like to thank you very much for your support in completing this survey!